

The National Underwriter

LIFE INSURANCE EDITION

THURSDAY, MAY 12, 1921

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"All Good Fellows Together"

Though the Central Life has been in existence long enough to prove conclusively its staying ability, it is too young to have any "high and mighty" atmosphere about its head offices. Only a short time ago its general agents and other executives were field men themselves, and they know that the men under them today are the executives of tomorrow. So it's a case of "all good fellows together," each man helping the other with sincere fellowship; building a place for each other in an organization that their united efforts are making into such a one as they will be glad to associate with for the rest of their lives.

There are still opportunities for men to get in on the ground floor of this company that has neither a scandal behind it nor a cloud ahead of it.

CENTRAL LIFE
INSURANCE CO.



OTTAWA, ILLINOIS



ARE
YOU
INTERESTED?



Insurance in Force, Over \$51,000,000.00

You Are Working For Commissions—Sell Policies Providing Real Protection

If totally disabled, the company waives payment of premiums and pays an income as long as total disability continues. If accidentally killed, the company pays family DOUBLE the amount of insurance.

For Agency in No. Central and South Texas, address E. F. Phillips, Gen'l Agent, Waxahachie, Texas

FOR DISTRICT GENERAL AGENCY IN OTHER STATES, ADDRESS

Reserve Loan Life Insurance Company
Indianapolis, Indiana



The National Underwriter

LIFE INSURANCE EDITION

Twenty-Fifth Year No. 19

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Best Ways of Getting and Cultivating Clientele

Suggestions for Preparing and Using Prospect List in Life Insurance Soliciting Outlined by J. B. Duryea, General Agent of the Penn Mutual Life at San Francisco

MANY beginners seem to think that "prospect" and "acquaintance," are synonymous words. I have frequently heard them say: "I do not think I can write insurance here because I am not acquainted." And I have known life insurance rate-book carriers to spend a lot of time getting acquainted with people before broaching the subject of insurance. I am going to dispose of the question of acquaintance in one short sentence: Any man who makes personal acquaintance a condition precedent to talking insurance has not yet grasped the first faint conception of the great service of life insurance. Such a one becomes the "pest" and "bore" who hounds the victim until he takes a little \$1,000 policy to get rid of the agent who thinks he has made a sale.

Acquaintanceship based on purely business grounds, or favorable acquaintance formed through clubs, or in civic or public work, is of the greatest value to the salesman. A reputation for expert advice and helpful suggestions in building and protecting estates is what an agent most needs, but time-killing personal visits with people are a detriment, not a help. It is for the purpose of obtaining this valuable business reputation that we cultivate a list of prospects—but the cultivation is of a business character, not of a personal nature.

NEED MANY THINGS AHEAD OF PROSPECTS

The question of prospects is one of the most important questions in life under-writing, not only to the beginner but also to the million dollar producer.

It is of course necessary to have, or acquire, many things before a prospect is of any value to you. You must have health, honesty and tact. You must love the work and love to work. You must have initiative, the inborn urge to do things without being told. You must have thorough preparation in the science of life insurance and life insurance salesmanship, and then you must work out a good sales talk that covers the three or four great features of the contract you are going to specialize on—a sales talk that comes to a climax where you can stop talking and give the prospect an opportunity to act.

Then you are ready to use a cultivated list of prospects.

SOURCES OF PROSPECTS AVAILABLE TO BEGINNERS

Prospects are obtained from many sources, varying with the characteristics of the salesman, the locality of the work, and the resources of the general agent with whom you are under contract. Many of these sources are not available to the beginner, nor to a salesman starting in a new field.

Therefore, we will assume a source of prospects that is accessible to a beginner starting to work in a city of 50,000 people and up, and to make the illustration more concrete I will de-

scribe a list of prospects I am now cultivating in San Francisco. My list contains 6,000 names.

1. I secured the San Francisco list of men worth \$50,000 and up from Boyd's City Dispatch, 19 Beekman Street, New York City. This list is known as Boyd's List. (A similar list may be obtained for any city or state.) I examined this list and carefully compared it with the city directory making corrections of occupation and addresses. In doing this work, I eliminated a number of names for various reasons, and I also eliminated all the women on the list.

PROSPECT CARDS FOR ALL NAMES ON LIST

2. I made a prospect card for all the names on the corrected list. These cards were cut from paper 3x5 inches in size. The word "Boyd's" with the necessary signs to denote the wealth of the man, was written on the first line at the extreme left-hand top of the card, and the name of the city, San Francisco, on the right-hand side. On the left-hand end of the second line I wrote the name of the prospect, and put the

6. Next I put the two lists together in alphabetical order in an alphabetical file, and found I now had about 4,000 names of wealthy and prominent men, nearly all of whom I knew were married.

7. In the same way I obtained a list of the members of the Commonwealth Club and worked into my list selected names not already included.

CITY DIRECTORY USED TO ADD TO LIST

8. I then took a blue pencil and went through the city directory marking the names of men, not already red-pencilled, whose occupation indicated that they were active and possible buyers of insurance. This added another 1,000 names. (The city directory is, of course, one I bought for this private use.)

9. I then went through our policy cards and added another thousand names, thus making a total of 6,000.

The reason I compiled such a large list was because I want to use it in giving the men in our agency force names to work on. If I were a soliciting agent making the list for my exclusive use I should pursue practically

our list. We know his name, his occupation, his residence, address, his business address, the fact that he is married, his wife's first name, that he is either wealthy or prominent and the name of his club, if any. And in addition to that we have him catalogued so we can find him at a moment's notice.

Now, if we could get one of his friends to give us a personal letter of introduction to him, or if we could succeed in a "cold canvass," it would not be necessary to expend the time and money to cultivate him. But we do not know his friends; and trying to do "cold canvassing" is out of the question because of our own mental antipathy. Hence, we must find some means whereby our own mind may be prepared to approach him, and his mind prepared to give us a favorable interview.

WHAT WILL HAPPEN TO MATTER SENT BY MAIL

The only possible way to do this, at a cost we can afford, is by mail. But before sending anything to him it is well to contemplate what is going to happen when our envelope reaches him as a part of his morning mail. One of three things may happen: First, he may throw it in the waste basket without reading; second, he may lay it on his desk intending to read it at some future time; third, he may read it at once. Which of these three things happens will usually depend on how busy he is and whether our letter and its enclosures are attractive enough to get his attention. We should assume that all the men on our list are busy. Therefore, the first sentence in our letter must attract his attention if he is to read it at once.

SIX ESSENTIALS IN CIRCULAR LETTERS

Writing a circular letter that will attract a large percentage of the men on our list, and give them a favorable impression, is the most difficult part of the work. First, the letter should be short, never more than one page; second, it should be concrete and definite; third, it should impart some tangible information about insurance service; fourth, it should be deeply in earnest; fifth, it should contain no overstatements; and sixth, it should close with an invitation to act, and be accompanied by a return card to make action easy.

If you are in earnest about writing good letters, you will get ideas constantly as you read and study insurance subjects. When an idea comes to you in this way, write it down in the form of a letter. Do not be afraid to use someone else's idea. The only reason you read and learn is to get ideas that you may use as our own. Original thinking is merely the act of putting two old ideas together, but original thinking is not necessary to reach a high degree of success. I do not say this to decry original thinking but to

This address on the securing and use of a prospect list was delivered by J. B. Duryea, San Francisco general agent of the Penn Mutual Life, before the School of Life Insurance Salesmanship of the University of Denver and contains many suggestions that will be found extremely valuable both to the new men in the life insurance business and to the agents who may have had more experience in the field.

residence street address on the right-hand end of the line placing a small "P" in front of it. The third line contains the occupation under the name and the business address under the residence address. These three lines occupy $\frac{3}{4}$ of an inch on the upper edge of the card, thus leaving the rest of the card—including the back—for recording data regarding the prospect, and the results of interviews. Upon completing this work I found I had about 2,000 names of wealthy men, with the rating of each.

INCLUDES NAME OF WIFE AND CLUBS

3. I then rechecked the names with the city directory marking the names with a red pencil in the directory, and writing the first name of the wife—when given—in parenthesis, on the first line of the card above the man's name.

4. I next took the San Francisco Blue Book and checked the names of the "San Francisco List," and some of the clubs, with the directory, marking out all names already obtained from Boyd's list and also eliminating all single men and women.

5. I then made prospect cards of the names thus selected from the Blue Book and marked these in red pencil in the directory, and added the wife's name, and recorded the name of his club, or clubs.

the same course but would select my names with perhaps more care, and stop when I had anywhere from 500 to 1,000 names.

LIST MERELY BEGINNING OF POTENTIAL CLIENTELE

A list obtained in this way is merely the beginning of a potential clientele. It is a great deal like the desk of a man starting in a new business—well varnished but empty. But we have something on which to work. As the work of cultivating these men into possible customers progresses, new names will be added from many sources and old names eliminated for various reasons. As this work goes on many men on our list will be found to be too old, or physically unable, to get insurance. This, of itself, is not sufficient reason for eliminating them from the list, as these men may have influence with other men who are insurable and if, while cultivating the entire list, you have educated these men in matters of protection, in favor of your company, and to think of you as an expert in life insurance service, their influence in your favor will be out of all proportion to the slight cost of retaining them on your list.

Having obtained a list of prospects, we are now ready to cultivate them into possible future clients. We already know something about each man on

induce you to use, as your own, every good idea that you hear or read.

PROCEDURE IN PREPARING FOR FIRST INTERVIEW

If enough cards are returned to keep you busy, well and good, but if not, you may proceed as follows:

1. Go through your list and pick out 20 names, selecting them in one locality for economy of time.

2. Send a personal letter to these names announcing that you are going to call for a preliminary interview, worded something like this:

"Dear Sir:

"I intend to call on you in a few days for a one-minute interview to obtain data necessary to enable me to prepare a proposition to continue your salary to your family, or to put you on our monthly pay-rolls for life when you are ready to retire.

"Very truly."

LIVE UP TO PROMISE OF ONE-MINUTE INTERVIEW

When I start to call on these people I live up to my letter—a one-minute interview—unless the prospect detains me. When I call I remove my hat but do not take a seat. I say: "I am Mr. Duryea. I wrote you in regard to a life annuity for your old age." The prospect will grunt, or smile, or say "yes." No matter what he does or says I immediately follow up with something like this: "I want to figure out something for you, and if it looks good, I will let you have it to consider. What is your birthday?" Of course I have his prospect card in my hand when I enter his office, and I write his birthday under his name. "What is your wife's birthday?" "Do you have any children?" "Boys or girls?" "What are their ages?" Having written these things down, I say, "All right, I will see how it looks, and let you know; good-bye."

DEFINITE RESULTS FROM BRIEF VISIT

Now let's see what we have accomplished in this one-minute interview.

1. Our brevity has impressed the prospect with the fact that we are not going to bore him to death with long drawn out interviews.

2. We have his birthday, and birthdays are said to be worth \$1.50 each.

3. We have his wife's birthday, or age, the number, sex and ages of his children.

4. We have seen him in his office and are thus able to judge him much better than as if we had met him elsewhere.

GET INFORMATION IN SIXTEEN CASES OUT OF 20

My experience has been that I can get this information from an average of 16 out of 20 calls, if the parties are in. These 20 one-minute interviews can be finished in one day with time to spare. Then the work for the real interview may be begun. Next week you may select another 15 or 20 names for the "one-minute" interview letter.

The cost of sending regular letters and return cards to 1,000 people six or seven times a year will be considerable. But there is no business that can be conducted without expense. If you were going to drive a jitney, you would have to buy a car, and then have a constant outlay for gasoline, oil and repairs. Even if you were going to be a newsboy you would have to pay for the papers you sold.

Test Suit on Taxes

The Liberty Life of Topeka, Kans., has filed a suit in district court there to test the law relative to the investment of funds of the company and the taxes due on the property. A year ago the company purchased \$76,600 worth of Liberty Bonds from the proceeds of the sales of capital stock. The company charges that the county and state are attempting to collect twice the amount which should be legally charged against the company.

ORIGINATOR OF MONTHLY PAY PLAN

Life Company Official Pays Tribute to W. T. Nash

SPRINGFIELD, ILL., May 7.—You have noticed at almost every meeting of life insurance officials, or agents, that monthly income insurance invariably takes first place among the various forms of policies discussed. Essays on the subject for which prizes are offered are frequently read before these meetings. Insurance journals print column after column in praise of this plan. Neither at these meetings nor in the many articles published on monthly income do we ever hear mentioned or see the name of William T. Nash, the man who originated and perfected this plan, and by his writings on the subject, and his many addresses throughout the country, has done more than anyone else to popularize it and make it mean to life insurance and to the public what it now means to both.

Big Service Is Rendered

Certainly no man has rendered a greater service to life insurance. Monthly income, as we all know, has elevated life insurance and every life insurance man to a higher plane, and at the same time has opened up a new and an immensely profitable field for everyone in our business. Therefore, should we not, as life insurance men, recognize more fully than we have the one who has made this valuable contribution to life insurance, and not assume that monthly income is something that just happened?

Would Be Regarded a Hero

If Mr. Nash had done for his country, or for society in any other manner, as much as he has done for both through his connection with life insurance, he would be hailed as a great

ACTUARIES TO READ PAPERS

Many Topics Will Come Before the Annual Meeting To Be Held Next Week

The list of papers to be presented at the annual meeting of the Actuarial Society of America, May 19-20, in New York, has been announced. There will be a banquet on the evening of the first day of the meeting, William A. Hutchison, president of the society, acting as toastmaster. The subjects and those who will read them are as follows:

"Value of Business Reinsured in Bulk," by Adolph A. Rydgren, Cleveland Life; "On Some of the Problems of the Smaller Life Insurance Companies," by William R. Halliday, actuary, Chicago; "Life Insurance Without Medical Examination," by David E. Kligour, North American Life of Canada; "Life Insurance Without Medical Examination. Savings in Expense Compared With Expected Extra Mortality," by Arthur Hunter, New York Life; "Industrial Life Insurance," by John D. Buchanan, London Life; "Actuarial Note on the Gain and Loss Exhibit," by Percy C. H. Papps, Mutual Benefit; "Central Difference Interpolation," by Robert Henderson, Equitable of New York; "Causes of Total and Permanent Disability," by John S. Thompson, Mutual Life; "Group Mortality Investigation," by E. E. Cammack, Aetna Life.

A portion of the meeting will be given to informal discussion of topics of current interest. The discussion will be informal, there being no appointed speakers.

Sales School for Banker-Agents

O. T. Cropper of Topeka, manager of the Aetna Life, has arranged for a sales school for bankers who are agents of the company to be held in Topeka, May 18, before the Kansas Bankers' Association has its convention.

LIFE COUNSEL HOLD MEETING AT RICHMOND

Fifty Members in Attendance at Gathering and Excellent Program Rendered

AGENTS' RENEWAL RIGHTS

Suggestions for Agency Contract Submitted by James V. Oxtoby of Michigan Mutual

RICHMOND, VA., May 9.—Nearly 50 members of the Association of Life Insurance Counsel, from all parts of the country, attended the annual meeting of the association here last week. An excellent program had been provided for the business sessions and the entertainment features included a dinner at the Country Club of Virginia, a banquet at the Commonwealth Club and an automobile ride about the city and surrounding country. The annual meeting of the association will be held in New York in December, as customary.

When Does Risk Commence?

Speaking on "The Commencement of Risk in the Case of a Life Insurance Policy," John A. Coke, Jr., counsel for the Life Insurance Company of Virginia, reached the conclusion that no general rule could be stated as to when the risk commences, owing not only to the differences in provisions now in use by the various companies but also to the fact that the doctrine of waiver often upsets the best laid plans. However, it could be safely said that the standard provisions on the subject are held valid by the great weight of authorities and where not held to have been waived the risk commences strictly in accordance therewith.

H. B. Hill,

President, Mutual Life of Illinois.

WOULD PROBE MANY CLAIMS

Agent Adjusting Affairs of Gould Company of Oklahoma Questions Their Validity

OKLAHOMA CITY, OKLA., May 10.—Motion that nineteen casualty insurance claims against the Gould Investment Insurance Company of this city, totaling \$135,631 be investigated thoroughly and disallowed was filed in the district court last week by W. A. Carver, appointed by the court to adjust the affairs of the company.

Removing these claims of "doubtful validity" from the liabilities of the Gould company, would counteract a \$108,111.87 deficit over admitted assets shown in the report and make the company solvent, Carver's report says.

More than 50 percent of the total value of the company's insurance certificate liabilities are asked to be investigated or disallowed. The total casualty certificate liabilities, due in monthly payments, are \$212,187, the report says. The deficit of \$107,111.87 is exclusive of \$99,920 in capital requirements. Total assets of the company, admitted and non-admitted, are \$313,400.47, according to Carver's report.

The report declares certificates were issued to decrepit and aged persons who died shortly afterward. In some cases agents themselves or their close relatives were named as beneficiaries, the report says.

A citation of these policies attached to the report as exhibits shows that in some instances in which payments on certificates have been made proof of death has been lacking. Some certificate-holders were afflicted for many years and obtained their policies shortly before death, Carver reports.

C. V. Jewell, manager of the Chicago office of the United States Life, has moved his office from 414 Westminster building to the Union Bank building, 25 North Dearborn street.

Put Provisions in Application

"It is respectfully suggested," he went on, "that it is advisable in all cases to place in the application itself those provisions as to delivery during good health, payment of premium, or any other precedent, whether they are in the policy or not. It is also suggested that it is advisable likewise to place in the application a proper notice to the applicant as to the limited authority of the soliciting agent. When these things are done it seems that the company is reasonably well protected, or certainly as well protected as it can be. It would appear, however, that nothing has yet been devised to cope successfully with that arch enemy of all insurance, the doctrine of waiver."

"Proof of Death"

Of equal interest was a paper on "Proof of Death" presented by Charles B. Welliver, counsel for the American Central of Indianapolis. Of the several ways for the establishment of proof of death sufficient to fix liability on the

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BIG FEDERAL SCHEME HAS BEEN PROPOSED

Proposed Plan Would Put the Government in Insurance Business

TO HAVE LIFE COMPANY

Some of the Interesting Features in Connection With the Project to Help Farmers

The McFadden-Kenyon rural credit bill recently introduced into Congress carries with it the formation of a multiple line insurance company in which insurance shall be offered as additional security in the securing of loans from the Rural Credit Society. In addition to other departments in this company which is to be known as the Liberty Insurance League definite provision is made for a life insurance department. In part the bill says, "The directors and trustees are authorized to negotiate with the United Commercial Travelers of America, a fraternal association with its supreme council at Columbus, O., or the Travelers Protective Association, with its supreme council in St. Louis, Mo., for the purpose of inducing one of them to make the life department of the league the official life insurance company for its members, under such terms and conditions as may be mutually agreed upon by the board of directors or trustees of the league and duly authorized officials of such fraternal association and approved by the secretary of commerce."

Old Age Pension Fund

In addition to this and in consideration of the service such fraternal association would render the league in keeping it properly inspected, the board of directors and trustees are authorized to raise a special old-age pension fund for the sole use and benefit of the members of such fraternal association as may be mutually agreed upon by the board of directors or trustees of the league and supreme council of such fraternal association. The bill states specifically that the directors and trustees are authorized to negotiate with the United Commercial Travelers or the Travelers Protective Association with the purpose of inducing one of them to make the life department of the league the official life insurance company for its members.

To Go After Big Game

In another section of the bill it states that the commissioner shall have power and authority to negotiate with some solvent and well established life insurance company having at least \$400,000,000 in assets which is incorporated under the laws of some one of the several states for the purpose of inducing such company to surrender its state charter and agree to accept and operate under this charter—the charter of the Liberty Insurance League. This would mean, of course, that any company to which this proposition was acceptable would surrender its state charter and take up the federal charter which would allow it to operate in all states and under this federal charter only, disregarding its former state charter.

Shall Establish Communes

The bill further provides that an organization be formed in each county in each state known as a "commune" which shall elect its various officers, among them a secretary who will be the agent of the Liberty Insurance League for that county. In addition to

HONOR PAID TO THORP

DALLAS STAGES HOME-COMING

North Texas Association of Life Underwriters Holds an Enthusiastic Meeting

DALLAS, TEX., May 11.—One of the most enthusiastic meetings ever held by the North Texas Association of Life Underwriters was that staged as a house warming in honor of the home coming of Orville Thorp, president of the National Association, who has just completed a tour of the nation, addressing sales congresses in every section of the country. The meeting was in the nature of a banquet to which the bankers and heads of big business concerns of North Texas were invited. More than 200 insurance men, bankers and big business men attended the meeting. But two addresses were made. One of these was by Judge William F. Ramsey of the Federal Reserve Bank, who talked on the "Relationship Between Life Insurance and Commercial Credits," and the other was by Mr. Thorp, who discussed the necessity of life insurance to protect hazards which might befall estates. If every banker and business man found the value of life insurance as a basis for commercial credits and the need of it to protect estates they found it at this meeting of the North Texas life underwriters. There were no mincing of words by either speaker. Both dealt with plain facts.

Federal Banks' Position

Judge Ramsey declared that insurance as an industry of the nation is next in importance to the banking business and the time has come when the nation can not do without the insurance men and the insurance companies. He clearly brought out the value of life insurance as a basis for commercial credit when he declared the Federal Reserve Bank always asks an applicant for a loan what amount of life insurance he carries. He thought bankers generally are adopting the policy of inquiring after life insurance of applicants for loans and said the time would come when life insurance policies would figure in all loans made by bankers. He made it plain that the insurance companies were the institutions making the Liberty Loan drives a success through their subscriptions to various campaigns and said the government would not forget this assistance from the insurance companies.

Thorp Shows U. S. Wealth

In order that his arguments for insurance for inheritance tax would be made clear Mr. Thorp cited figures to show that while the population of the United States was less than 6 percent of the population of the world and the area of the nation less than 7 percent of that of the entire world it exceeds the combined world in its wealth. He said he was making these statements to make clear the great amount of wealth held in estates in the United States, which will eventually undergo

"There was a time," Mr. Thorp said, "when estates could be passed on from their creators to their heirs intact, but that time has passed. After the estates have passed the expense of probate, federal inheritance tax, state inheritance tax and oftentimes non-resident tax, they have undergone a shrinkage of from 5 to 50 percent." He pointed out the Stillman estate in New York which he said shrank from \$50,000,000 to about \$24,000,000 immediately following the death of its originator.

Four Classes of Assets

Discussing the assets of estates Mr. Thorp put them in four classes, the most valuable of which he said are gilt-edged securities. The others he said,

RULING IS IMPORTANT

QUESTION AS TO CASH VALUE

Court Holds It Is Reduced in Proportion to Indebtedness—Note Keeps Policy in Force

A recent ruling of the Illinois appellate court in a case against the North American Life is of interest to all insurance men. While the court ruled against the North American on the question of premium payments by note it upheld the company on the other and more important points.

The case had been brought to recover the \$100,000 policy of Rudolph C. Keller, issued by the North American three years before his death. The third premium had been met partly in cash, but mostly by note. The note was for six months and was not paid. In fact, the assured at one time stated that he intended to drop the policy. Shortly after the end of the third year, the assured died. An attempt was made to recover the full value of the policy, although it had lapsed due to the nonpayment of the note. At the time of the death of the assured, there was an indebtedness to the extent of over 75 percent of the paid-up value of the policy.

Note Held Same as Cash

The lower court held that the nonpayment of the note did not affect the policy; that a note taken in payment is the same as a cash payment and the policy is in force as if paid in full. It also held that the insurance company must pay the same percentage of the face value of the policy as the indebtedness to the paid-up value. These opinions were upheld by the appellate court. This ruling means that, in spite of the insurance company having printed on the face of its note that, if not paid, the policy lapses, the acceptance of a note is the equivalent of cash payment.

Indebtedness Reduces Cash Value

The more important decision, however, is that upholding the clause whereby any indebtedness at the time of the death of the assured means a reduction of the cash value in proportion to the ratio of the indebtedness to the paid-up value. The court refused to entertain the argument of the plaintiff that the note given for the third premium gave the policy full value for the extended insurance.

The case is in reality a victory for the North American. As it stands, there will be a payment of \$17,000 instead of \$100,000. However, the plaintiff is appealing to the supreme court. The final decision on this question of the value of this policy in extended insurance will be watched with interest.

were the manageable assets, the speculative assets and the individual himself. He declared that when the individual dies that asset is removed and the managerial and speculative assets without his control immediately shrink in value, the gilt-edged securities asset only remaining intact.

"When these gilt-edged assets, the only assets of the four classes which go to pay for probating and taxes, pass into government, the heart is taken out of the estate.

"The only solution, the only positive protection against such calamity to the heirs is life insurance sufficient to make up the bulk of the cost of probate and taxes. The sooner the business men and the insurance men realize these things the better it will be for those who have estates and for their heirs."

Herbert N. Laffin, assistant counsel of the Northwestern Mutual Life, has been elected vice-president of the City Club of Milwaukee. Henry F. Tyrrell, librarian and tax expert of the company, has been elected a director of the Milwaukee Athletic Club.

TWISTERS OPERATING ACTIVELY IN CHICAGO

Old Question of What Constitutes "Justifiable Twist" Again Topic for Discussion

SOME OPPOSE ANY CHANGE

Others Feel Revisions Should Be Suggested in Order to Defeat Work of Twister

Twisting is on the increase in Chicago and probably in other of the larger cities. There is every reason to believe that twisters will reap a bigger harvest during the coming summer and fall than they will have for many years. This for the reason that policyholders in all stations of life now find themselves pressed for ready cash. They need money for various things. The life insurance man who comes to them and shows them how they can take down several hundred dollars by revising their life insurance gets a rather appreciative reception these days. During the flush times, thousands of policyholders were sold too much life insurance, and were sold the wrong kind of life insurance. The twister knows this, and is commencing to get in his work. The unintelligent life insurance selling that was done during the record-breaking days of 1919 and 1920 has put the twister in a position to make a "clean-up" on the policyholders who were not sold right. The money market is depressed. Industries of all kinds are passing through slack times. Those policyholders who purchased high priced forms are now particularly in need of ready money. They are lending a ready ear to the story of the twister, auditor, life insurance counsel and the rest who are engaged in the business of "lapsing" one form of insurance in order to sell another, thereby gaining for themselves a more or less juicy commission.

Twisters Well Informed

In Chicago several aggressive, active and well-informed twisters have gained a strong foothold. It may be said with all respect to the underwriting fraternity of Chicago that at least two of the more prosperous and widely operating twisters in that city have as strong a life insurance equipment and as broad a knowledge of the subject of life insurance as any man carrying the rate book in Chicago. The leading twisters of Chicago cannot be dismissed with a scathing denunciation or a deprecatory wave of the hand. They are men of ability, or at least of a certain kind of ability, and are certainly able to write a very considerable amount of life insurance annually. Their operations are again becoming a thorn in the flesh of the well-intentioned life insurance men of Chicago, with the result that twisting will very probably be the main topic of discussion at the meetings of the Managers' Association to be held during the next few weeks.

Have Agreement on Twisting

At present there is a sort of gentlemen's agreement among those belonging to the Managers' Association to the effect that members of the organization will not accept business from agents or general agents who write life insurance for twisters. In other words, the Managers' Association is attempting to freeze out the twister by eliminating a market for his business. At the present time there are only a very few offices in Chicago where the twister can place his risks. In addition, members of

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Indiana the Home of Excellent Transportation

People who have travelled through Indiana have often spoken of its interurban railway system as the best in the country. The state is intertwined north and south, east and west with excellent interurban facilities. In traveling from town to town it is most convenient to have transportation of this character.

Furthermore, Indiana has a vast steam railroad system. Across its domain run the big trunk lines east and west. Diagonally across it are the big southern lines that traverse the north. Indiana, too, has many street car systems that are a credit to its cities.

The ease with which people can get about the state puts them in touch with the activities of the times. The people of Indiana are a broad minded, big visioned, far seeing people.

We submit that a people of this kind make the best life insurance prospects. They are thrifty. They desire to have their children educated. They want their homes protected. They believe in monthly income insurance. They are purchasers of endowment insurance. They are insurance buyers. Indiana is known far and wide as a **great insurance state**.

There is an advantage to an agent soliciting insurance and representing a company that specializes on Indiana. The **Central States Life** of Crawfordsville knows its home state from stem to gudgeon. It knows the people and their needs. It is an Indiana company for Indiana people.

Come with the

Central States Life Insurance Company

CRAWFORDSVILLE, INDIANA

If you want to write life insurance
in Indiana

WRITE TO

THOMAS L. NEAL

Second Vice President and Agency Manager

President

Secretary

Edwin M. Brown Clifford V. Peterson

the Managers' Association have pledged themselves not to write business where it is known that the assured is lapsing an existing contract in order to take out new insurance. Members of the Managers' Association are expected to take this stand whether the action of the assured is due to the influence of the agent or not. Things have gone along smoothly enough for the Managers' Association for the past year or so, but there now seems to be an inclination on the part of a few to kick over the traces. The "justifiable twist" is again being discussed. While perhaps a majority of those affiliated with the Managers' Association are in favor of standing pat on the present agreement, there are those who feel that in view of the activities of the twisters in Chicago, more positive steps should be taken to protect the business now on the books.

Case Causes Discussion

A case came up recently in Chicago that caused some comment upon the understanding held by members of the Managers' Association. An agent was talking to a policyholder owning a contract in his own company that had been in force nine years and a similar policy in another company of the same age. The agent advised the policyholder to change the contract from a limited payment to ordinary life, and although he did not talk new insurance on the first interview subsequently wrote the policyholder for \$19,000 of new life insurance. He thus twisted his own policy or at least readjusted it and did the same thing to the policy of the other company. The general agent of the other company opposed this action saying that this was, in effect, a twist, was unethical, and at variance with the understanding held by the members of the Managers' Association.

Oppose Policy Changes

Those who are inclined to feel that the present Managers' Association agreement is unworkable and not suited to the present conditions feel about as one general agent does who said, "This thing of not advising policyholders to ever change their policies no matter what contingency arises has gone about far enough. I, for one, believe that we should not sit back and refuse to advise a policyholder to alter his contract, providing a real reason for the revision exists. The Managers' Association takes the position that when we permit or countenance or influence a change of policy contract we are merely following in the footsteps of the twister: we are simply admitting that the original contract was wrong, that some alteration is necessary, and then proceed to make the alteration. The only difference in this and what the twister does is that the twister goes a little further. The principle is the same."

Argues in Favor of Revisions

"Why should we drift along and allow our policyholders to retain the wrong kind of policy contract? The longer we allow a policyholder to retain the wrong kind of insurance, the riper case he becomes for the twister. As a matter of fact, it is our plain duty to check up every so often with policyholders to see if their conditions have altered, if there had been any death or birth in the family, if the policyholder's obligations to beneficiaries have changed in any respect, or just what the circumstances are. Very few policies written today can be allowed to stand unaltered ten years from now. A man's whole position in life may change in ten years time, and why should not the life insurance man follow him up and revamp his policies to suit the new needs? There is every reason why this sort of thing should be done, and no good reason why it should not be done. If we write a man and then arbitrarily say that he cannot possibly benefit by any change of any kind in the form of policy, we are simply creating victims for the twister, and can only expect to lose

business to the twister. I am in favor of changing any policy held by any policyholder where there seems to be a good reason for changing it."

Revisions Aid Twister

The general agents and managers in Chicago who are in favor of standing by their guns on the present arrangement sum up their ideas on the subject about as follows: "In considering this question, we might say that we are confronted with two evils; one, that of twisting, and the other the evil of allowing a policyholder to retain a policy that really does not satisfy all of his requirements. The twisting evil is so much larger than the other that it is certainly the thing to stamp out. The only way to drive out the twister is to positively not countenance any policy changes of any kind. We must be on record always as unalterably opposed to policy contract revisions, to rewriting of insurance whether in the original company or not, and to the agent or manager who gets new business by disturbing contracts that were originally written with good intentions. It is true enough that this stand may be at times somewhat hard on policyholders, but in the long run it is going to do more to eradicate the twisting evil than anything else. Suppose we go about admitting that policies are often incorrectly written, or worse, advocating changes from one form to another whenever possible. What would happen? We would simply be playing into the hands of the twister. He could then say that we ourselves were doing the very thing that we were condemning him for. We would actually be in the same category with him. There is only a small difference between the so-called policy adjustment and an out and out twist. The lines have to be tightly drawn on this thing or agents would run wild. There is no use trying to define the justifiable twist. It escapes definition. We simply have to say that no policy should be altered or revised or changed or whatever you may want to call it. If we do anything else we let down the bars for the twister and encourage his operations."

Lively Discussions Expected

There are thus two factions in Chicago at the present time, viz.: Those that feel that they should have the privilege of rewriting at least their own policyholders when circumstances seem to demand it, and those who feel that such a practice only encourages and strengthens the position of the twister. This is, of course, only bringing the old question to the front again in Chicago. The twister has for many years flourished in Chicago, and the twisting evil comes up for heavy discussion every so often. Apparently there is now to be a fresh outburst of oratory on the subject and the meetings of the Managers' Association will probably take on a more lively air for a few weeks. Recently one general agent withdrew from the Managers' Association when it was found that although he had declined to write a case presented by a twister, two other members of the Association had accepted the business

Wrote Large Employes' Policy

The Detroit Life has just written a large group policy for the Pontiac, Michigan, Employes' Mutual Benefit Association. The employees of 20 of the largest business organizations in Pontiac, Mich., are included. They employ at the present time 3,000 people and under normal conditions employ 6,000 people. The policies are for \$500 each, the total business being \$1,500,000.

Insurance Attorneys Form Club

Des Moines has a new insurance organization, the Insurance Attorneys' Luncheon Club. Attorneys for life, health and accident companies are eligible for membership and the organization plans to meet at luncheon once a month. At the initial meeting, Frank B. Hallagan of the Merchants Life was named president, with A. H. Kauffman of the Brotherhood of American Yeomen, secretary.

LIFE COUNSEL HOLD MEETING AT RICHMOND

(CONTINUED FROM PAGE 2)

insurer, he dealt principally with that involving the presumption of death in a period less than seven years in which the burden of rebuttal rests with the claimant. "In my opinion," said Mr. Welliver, "the presumption of continuing life during seven years' absence should have just as much weight as the presumption of death after seven years of unexplained absence. Strong evidence in rebuttal of the presumption should be required in each case. I confess that I regard as much safer the specific peril doctrine as contrasted with the loose language employed in the Tisdale case."

English and American Rules

He had found that the English hold without exception that where absence is less than seven years the one seeking to prove the death of the absentee must prove some surrounding facts or circumstances amounting to a specific peril at the time of his disappearance before the case can go to a jury. In other words, mere disappearance is not sufficient evidence to establish death without other circumstances which would make it reasonably certain that the disappearance of the absent one was on account of death. In America, the rule is not so rigid. In a great many jurisdictions which admit of course that there is a presumption of continuing life during absence of seven years, it is held that an absence for as much less time is a fact to go to the jury to establish death even though there be lacking any other attendant facts or circumstances which would be of evidentiary value on the question of death. Some cases would seem to go so far as to hold of little value the seven year presumption of continuing life, creating in fact a new presumption

based on unexplained absence of a much shorter duration.

Agent's Rights to Renewal

James V. Oxtoby, counsel for the Michigan Mutual of Detroit, presented a paper on "Rights of an Agent to Renewal Commissions on Termination of an Agency." As a result of an examination of cases on the subject and a study of a number of contract forms, he reached the conclusion that an agency contract should provide:

(1) For the termination of the agency relation upon notice to be given by either party.

(2) For the payment of renewal commissions for a definite series of years, provided the agency relation continues to exist that long.

(3) That any payment by the company of greater renewal commissions than those provided for by the contract or of renewal commissions for a longer term than that expressly provided for shall not establish any right on the part of the agent to the continuance of such renewal commissions.

Termination for Cause

(4) For the rights of the parties upon termination of the agency for cause, such as the forfeiture by the agent of further compensation or payment of renewal commissions to him thereafter on a definite basis.

(5) For the payment of renewal commissions on a definite basis in the event of termination or cancellation other than for cause.

(6) That the connection with the original solicitation of the policy is to be considered fully paid for by the commission paid on the first year premium.

(7) That renewal commissions are for services rendered after the issuance of the policy, such as collection of renewal premiums, keeping policies in force, overseeing policy loans and changes of beneficiary, and looking after the interests of the company generally.

(8) That any transfer of the contract made by the agent with the company's consent should not operate to change the nature of terms of the contract or the nature and extent of the commissions payable under it.

BIG SWINDLE CHECKED

FRAUD GANG IS UNEARTHED

Systematic Operations to Mulet Insurance Companies Brought to Light
by Chicago Case

A gang which has been carrying on systematic frauds against insurance companies has been revealed by the activity of the American Bankers Life and the American Service Bureau. The band, which was discovered through a case in the American Bankers, was found to be the same one which had taken many thousand dollars from other companies.

The case was brought to light by the

(9) That the renewal commissions are payable only so long as the agent does not engage in the life insurance business or provided that he does not engage in the life insurance business for a given length of time after the termination of the contract.

(10) That in no event shall the company be liable upon termination or cancellation of the contract except to make settlements thereunder on the basis and under the terms and conditions expressly provided therein.

Other Features of Program

Other papers were presented by Harry Cole Bates, Metropolitan, on "Controllability of Reinstated Policies"; Francis B. Patten, John Hancock Mutual, "State Exemption Statutes as Affecting the Rights of the Trustee in Bankruptcy"; Frederic G. Dunham, assistant counsel for the Association of Life Insurance Presidents, "Taxation of Premiums for Reinsurance of Life Risks."

A committee was named to draft suitable resolutions on the death of C. B. Matthews, general counsel of the Columbia Life of Cincinnati, which occurred since the last meeting.

presenting of a claim to the American Bankers, with proof that did not seem entirely correct. The policy in question had been issued in July, 1920, for \$4,000, in the name of Joseph Yulo of Chicago. Proofs of death were submitted in March, 1921, but on account of discrepancies in the names, W. C. Sands of the American Service Bureau was asked to make a thorough investigation.

It was learned that Joseph Yulo was alive and living at the address given in the application. It was discovered that a dying man had been substituted for the party whose name was presented on the loss claim. The man who actually died was not on the health department record, whereas the name given to the insurance company had been substituted on all records. Also these two parties were entirely separate from the one in whose name the policy had been taken.

As many names as appeared to be necessary, in order to make use of the body of the dying man, had been coupled with the name on the policy. The real Joseph Yulo knew nothing about any insurance having been issued, had never been examined, had no occupation of any kind and was merely a forlorn old dolt.

The band also was found to have taken thousands of dollars from other companies in similar ways. One company lost \$24,000, but had been unable to date to apprehend the criminals. However, three of the band are under arrest and the remainder are being traced.

Oklahoma Business Last Year

Life insurance in force in Oklahoma increased from \$357,564,802.57 Dec. 31, 1919, to \$498,864,361.78 Dec. 31, 1920, according to figures given out by the Oklahoma department. Insurance in force now averages \$245 on the life of each of the 2,028,282 persons in the state.

New business written in 1920 totaled \$194,168,975.21, as compared to \$124,783,675.79 in 1919. Claims paid in 1920 were \$2,833,928.09 against \$2,809,612.75 in 1919.

Mutual Life of Illinois

HOME OFFICE

SPRINGFIELD, ILLINOIS

An Old Line Legal Reserve Life Insurance Company

A Company of Service

Service to Policy Holders

Service to Agents

Service to the Public

Operates under the "Famous" Registration Act which requires the
reserve on every policy issued to be deposited and held in
Trust by the Insurance Department of the State

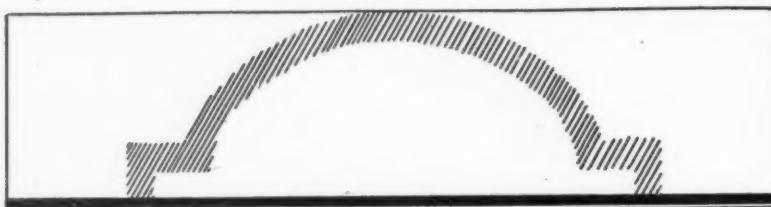
Live Up-to-Date Policies Ordinary Life Limited Payment and Endowments

A few good openings for good live producers in Illinois. Correspondence Invited

H. B. HILL, President

G. C. ROCKWOOD, Vice-Pres.

DR. J. R. NEAL, Sec.



Amicable Responsibility

IFE insurance to be of value must above all things be responsible. The responsibility of the Amicable is attested by three facts:

1. **CAPITAL STOCK.** The capital stock of the Amicable is fully paid. This sum of \$820,000.00 must be held unimpaired in excess of all liabilities. This is the amount pledged by the owners of the company to make more certain the responsibility of the company.
2. **SURPLUS.** A surplus of \$752,150.01 remains for the protection of policyholders after setting aside funds covering Capital Stock, Legal Reserve on Policies, and all other liabilities of the company.
3. **VOLUNTARY DEPOSIT.** A million dollars of our assets have been deposited with the state treasurer of Texas. This amount must be maintained at all times in addition to the Legal Reserve, as long as an Amicable Policy is in force.



LIFE INSURANCE RATE MAKING IS REVIEWED

Percy H. Evans of Northwestern Mutual Traces History of Mortality Tables

MORTALITY RATES LOWER

Conditions Which Work for and Against Improvement Along that Line Are Presented

MILWAUKEE, WIS., May 10.—Percy H. Evans, actuary of the Northwestern Mutual Life, addressing the Rotary Club of Milwaukee at its meeting last week on "The Story of the Life Insurance Premium," covered the history of premium rate making and showed the large gathering of business men their interests in various phases of life insurance.

He reviewed in considerable detail the development of mortality statistics, starting in with the first efforts along that line in England and bringing it on down to the American Men Mortality Table. Summarizing conditions regarding mortality rates, he said:

Improvement in Mortality Rate

"For a century and a half an immense amount of labor has been expended upon mortality investigations for the purpose of making premium computation more accurate and to give effect to any improvements in mortality rates. There is considerable evidence of falling mortality rates within comparatively recent times. These rates are, however, evident only at the lower ages and particularly, of course, the infantile ages. If no increase in longevity appears at the older ages it may be accounted for by the improvement at the younger ages. Men have to die some time. Those who formerly died at 40 or 45 now survive to 60 or 65. The improvement in vitality is of course due to the advancement of medical, surgical and sanitary science and perhaps more particularly the last named.

"There are, however, some offsets to this improvement so far as the cost of life insurance is concerned. For example, in spite of our skill in medicine and sanitation, we suffered from the influenza epidemic. The cost of this epidemic to life insurance companies was enormous. In 1918 alone 63 life insurance paid claims from influenza deaths aggregating upwards of \$100,000,000. The influenza epidemic cost the Northwestern Mutual alone \$8,500,000.

Effects of Great War

"Another outstanding adverse influence is of course the Great War. The story of this catastrophe in financial losses has not yet been told and probably never will be. I will give you some figures which while not very reliable are as good as can be found at this time. It is stated that there were 58,000,000 men under arms and 10,000,000 lives lost. The life insurance companies, particularly in Great Britain, suffered enormous losses for death claims, exclusive of taxes and depreciation. It has been stated that the British companies doing ordinary business lost \$60,000,000. I have found no aggregate figures on the losses of British industrial companies as a whole but the Prudential of London is reported to have paid in death losses \$25,000,000. The losses of Canadian life insurance companies have been put at \$12,000,000. Comparatively, the losses of the United States companies were small. America sent her young men into the army and

they carried, because of their youth, relatively small amounts of insurance. Also of course the number of military deaths in our army was relatively small. It has been put at 69,055. The splendid system of war risk insurance instituted by our government became liable, however, for losses on practically all of these deaths. The liability of the War Risk Insurance Bureau for these death losses has been put at approximately \$600,000,000.

"There is another important offset to the improvement in mortality rates and that is taxation as it affects the cost of your insurance. Exclusive of income and estate taxes the cost of government to life insurance is today about \$2.10 out of every \$100. of premiums you pay. All that I want to impress upon you is that this tax is a tax upon you and each of you directly. It is not a tax upon the profits of the business because there are no profits in mutual life insurance."

Lincoln National Life States its Position

FT. WAYNE, IND., May 10.—To the Editor.—We have noticed in your issue of May 5th an article headed "Not Given a Hearing," that the Lincoln National Life says the American Life Convention committee did not treat it justly in connection with a recent complaint by another company as to an advertisement published by one of its agents, and will file complaint with the American Life Convention as to the method pursued in investigating the charges.

In order that our position may be clearly understood, we would appreciate it if you will publish our statement to the effect that we have no complaint against the executive committee in this connection, especially inasmuch as no hearing has yet been held, the charges being merely filed with that committee for its attention.

The complaint of the Lincoln National is that someone who was present at the meeting of the executive committee gave out the information and gave it out in an erroneous manner without the authority of the executive committee and before the Lincoln National had had the benefit of a hearing. Neither have we any complaint against the complaining company. The company considers that the giving out of that information was not only a reprehensible act, but a breach of trust against the executive committee.

FRANKLIN B. MEAD,
Secretary Lincoln National Life.

San Jacinto Life Meeting

The San Jacinto Life of Beaumont, Tex., held its agency convention April 21, San Jacinto Day, which commemorates one of the important events in Texas history. In the afternoon 60 agents and company officials motored to Orange, Tex., for a banquet, honoring W. H. Stark, vice-president of the company, and a number of Orange citizens who are interested in it.

At the banquet President H. M. Hargrave announced the prize winners in the annual agency contest. In Class A, for the largest personal production of paid for business, the first prize went to George S. Hoey, of Denison, Tex., and second prize to H. K. Banks of Kirbyville, Tex. In Class B, for the largest number of applications written during the contest, E. D. Thompson, city manager at Beaumont, won first prize and G. M. Gillespie of Wichita Falls took second honors. A. B. Lavergne, general agent at Crowley, La., won the loving cup, his agency having produced the largest volume of business during the previous year.

Life Notes

The North American Life of Chicago has been licensed in Colorado.

The One Hundred Thousand Club of the Indiana Branch of the John Hancock holds its quarterly meeting in Indianapolis May 27.

PREPARING FOR THE INTERVIEW

GEORGE T. CARLIN of Madison, Wis., superintendent of agents of the A. C. Larson state agency of the Central Life of Iowa, believes in the proper preparation for the interview. He says:

"The fundamental principle governing the sale of an insurance contract is the same as for any other commodity, namely, an opportunity to submit your proposition in a manner that will interest the prospect. Every prospect is a problem in himself, depending on the circumstances of the individual and his attitude toward insurance. It naturally follows then that there are certain preliminary steps, that must be taken before arriving at the point when we can show our proposition, which vary with each prospect but all of which lead to the same end, namely, getting his name on the dotted line.

Prospects Vulnerable Point

"Remember: All men reason alike, but different men reason from different motives. What then is each prospect's vulnerable point? Why are you going to present your proposition to him? What particular need is it going to fill in his case? Unless these questions can be answered by you before you see your case, you are not in a position to effectively present your proposition to him and your sales talk must necessarily be of a very general character and you must depend upon the interview bringing out the details, which would ordinarily induce your man to buy.

Getting the Information

"In order to answer these questions it is necessary to ascertain something of the man's financial status, the amount of insurance already carried, his importance in the organization of which

he is a part or to the enterprise in which he is engaged, and such other information as can be secured. With this information at hand you are equipped to offer logical reasons why your commodity not only has a place in his daily life, but that it is a necessity there. With this information you are qualified to recommend the proper contract to meet his needs and the proper amount to fulfill his aims.

Presenting Amount of Insurance

"Presenting the proper amount is important. It is easier to sell the prospect we have a larger amount than it is to find a new prospect. A thousand dollars of insurance is but a unit of measure. You think of coal in terms of tons, but buy more than one ton for your winter's supply. You think of cloth in terms of yards, but buy more than one yard for a suit. Time was when one yard of cloth was sufficient to make us a petticoat, but that time has long since passed. So, too, has passed the day of \$1,000 contracts. Determine the amount and show it from your prospectus.

Cold Canvass Is Wild Canvass

"Without the meager preparation given in the foregoing, your canvass must be a cold canvass and a cold canvass is a wild canvass. While a cold canvass has its place, it should not be necessary for an agent working a definite territory ever to make a cold canvass. Though you have never met your man personally, you should know him well through public records, newspapers, observation, hearsay, old policyholders and your daily contact with men.

"This is partially what is meant by preparing for the interview. Try it and see if it is not profitable."

AGENTS WILL NEED TO USE SALES METHODS

Order Takers Will Soon Be Pushed Out of the Ranks

EFFICIENCY IS REQUIRED

Men in the Field Are Preparing for New Conditions in Business World

NEW YORK, May 10.—Agency executives of life companies are of the opinion that agents in the field will have to give much more attention to salesmanship and its application to selling life insurance now that the easy production period is over. All companies begin to feel the decline in business. For the last two or three years life insurance has been easy to write. A man with even mediocre ability could go out in the field and write a splendid business. It has not required salesmanship facilities because the people were eager to buy. It did not take much pressure. People had money, the influenza epidemic was at hand, the government had advertised old line life insurance well and people in general were in the insurance mood.

Will Be Day for Salesmen

It is going to be harder now to sell life insurance. It will not be as difficult as it was in pre-war days because

the people are better educated to the value and benefits of life insurance. Nevertheless, from now on the order takers will be out of it and the salesmen will survive. It is well, therefore, say these agency executives, for these men in the field to realize the situation and not be deceived. They must study their own goods, know exactly what their companies have to offer, learn how to fit these contracts to special needs and furthermore, must have a grasp of the general principles of salesmanship so that they can be applied intelligently to the sale of life insurance. It will mean that life insurance agents will have to become more efficient. They will have to devote more time to their cases, study the steps in the sale and put more personal power into the canvass.

Preparation for Slump

Many companies have been preparing for the period which has just arrived. They have anticipated the slump. They have understood that the good old times could not continue perpetually. They have seen the need of getting their men into fighting trim. These companies therefore have been developing educational methods in order to equip their men properly to meet the difficulties that would confront them when easy sailing was over. This will be a sort of testing time for agents. The men with the real stuff in them will find in the life insurance business splendid opportunities and satisfactory compensation.

New Men Need Training

The men who will feel the pressure most will be the fellows who have gotten into the business in the last two years and have found the picking easy. They have not yet gotten hardened. They have not had to go up against the obstacles that the life men did in pre-war days. The alert company executives however, in charge of

(CONTINUED ON PAGE 16)

THE STATE LIFE INSURANCE COMPANY

INDIANAPOLIS

MORE THAN

TWENTY-ONE MILLION DOLLARS IN SECURITIES

Deposited with the Commissioner of Insurance for the
Sole Protection of Policyholders

PROGRESSIVE :: CONSERVATIVE

The Growth of Oak—The Solidity of Granite

On Agency Matters Address, CHARLES F. COFFIN, Vice-President



Your Company's Resources

—those consisting of investments—are they receiving expert care and constant supervision?

Are maturing principal amounts, as well as interest, promptly collected and RE-INVESTED.

Have you full data as to the security back of these investments?

Are your investments handled with maximum safety and minimum expense?

Ask for our Fiscal Agency booklet, offered without obligation, which outlines a Plan whereby YOU can give affirmative answers to all such questions with absolute assurance.

**UNION TRUST COMPANY
CHICAGO**

Capital and Surplus, \$4,700,000.

CO-OPERATION

No. 27

THE INDIVIDUAL PRODUCTION of more than 15 per cent of our 1920 representatives was in excess of a quarter million dollars of paid for insurance.

We believe that this remarkable record is largely due to our effective plans of agency co-operation.

Every new man who is added to our ranks is carefully selected, contracts with us upon a full-time basis and has the advantage of an intensive course in life insurance training at the home office.

Phoenix Mutual Life Insurance Company

of Hartford, Conn.

JOHN M. HOLCOMBE, President



SELLING LIFE INSURANCE TO RICH MEN

By John R. McFee

In former years, before the "die to win" fallacy was effectually confuted, rich men were induced rather rarely to take large life insurance policies. Recently a prominent business man died in Chicago, leaving an estate of approximately \$6,000,000, in which only about \$600 of paid-up insurance was included. He took a single \$1,000 policy as a young man and took its paid-up value as he began to earn an appreciable income. An active underwriter, who was his esteemed friend, tried hard repeatedly to insure him. He died of pneumonia, specially sound in physique up to the time he was stricken. Of unusual mental alertness, he never would acknowledge the economic value of life insurance to men of his class. His will left some \$600,000 to charity, which must be deducted from his estate. This might all have been obtained through life insurance up to a week before his death.

Bequests and Taxes

His will, moreover, drawn by the recognized ablest of rich men's lawyers in Chicago, left a year's salary to every man employed in the great business which he practically owned outright, under conditions which make some 800 persons recipients of that benefaction. The will provided, too, that the estate should pay all taxes without diminution of its bequests. Basing the average pay roll at \$1,500 yearly for each employee, the aggregate salary bequest would be \$1,200,000. Under the Illinois inheritance tax law only \$100 is allowed as an exemption on bequests to strangers in kin. The tax is 5 percent up to \$20,000. So the estate will pay 5 percent on \$1,120,000, or \$50,000 state inheritance tax on this provision of the will. In all, the estate will pay in federal estate taxes and state inheritance taxes approximately \$300,000.

Nothing seems clearer than that this decedent needed \$300,000 of life insurance. It is, however, the experience of underwriters who have become equipped to present the inheritance tax argument that many rich men will not accept it. One underwriter declares that rich men usually say something like this: "Why should I worry over what my heirs will pay to the government after I am dead? Let the government take it." But, nevertheless, the rich man usually hates taxes which he must pay in his life time. He particularly dislikes the income tax. So some underwriters make an approach to rich

men by giving some quickly grasped information as to the income tax.

A short rule for computing the normal and surtax on individual incomes by mental arithmetic is shown. From this table showing the levy is brought forth. Thus it may be shown: A man with \$40,000 of net income, after taking credit for \$2,000 exemption as a married man, will pay a total income tax of \$6,290, made up of \$2,580 normal tax and \$3,410 surtax. For every dollar of income over \$40,000 he may earn the subsequent year the tax will grow 27 percent of the increase. For every dollar of decrease below \$40,000 the tax will fall at the rate of 20 cents for each dollar of decrease. Thus, if the income decrease to \$38,000, the total income tax will be but \$5,770.

Now if the man of \$40,000 income have a surplus for investment yearly, 27 percent of the earnings of the investment will go to the government. So if he appropriate say \$2,000 to a life insurance premium he will effectually save 27 percent of what \$2,000 would earn if invested in taxable securities.

If, however, a man with an income of only \$10,000 year paid a \$2,000 premium instead of investing \$2,000 in taxable securities, he would save but 12 percent in income tax of the earnings of the \$2,000. It is thus apparent that if \$2,000 earned 8 percent or \$160, the man paying on a \$40,000 income would save \$43.20, whilst the man paying on \$10,000 income would save but \$19.20. So that man of \$40,000 income can buy insurance in an amount for which \$2,000 premium would be paid, \$24 cheaper than can the man of \$10,000 income. The rich man, therefore, in proportion to the size of his income, has an advantage in buying life insurance over the poorer man.

In showing this, the underwriter shows an interesting fact, without possibility of criticism that he suggests an evasion. Some underwriters pursue the income tax presentation to suggest evasions. It is never justifiable to suggest an evasion of a tax. Of course, the rich man may think his advantage a trifle. The aim is not, however, to sell him on the saving, but to interest him on a subject that concerns him. A revelation is made in the presentation indicated that the underwriter has genuine information to proffer. From that, a counseling attitude may become possible and the policy is best sold when the sale emerges from a counseling attitude.

BIG FEDERAL SCHEME HAS BEEN PROPOSED

(CONTINUED FROM PAGE 3)

this the portion of the bill dealing with the Rural Credit Society states that there should be a national organization or bank and also 48 state organizations with officers, among them an auditor. This auditor is to be the general agent of the company for that state. This will mean that any company which decides to accept the federal charter and give up its state charter will operate with general agents elected by the farmers and also with agents in each commune elected by the farmers. The bill states plainly that the commissioners of the insurance league should not negotiate with a life insurance company that does not have at least \$400,000 in assets. Furthermore, the company must be solvent and well established.

Local Commune Secretary

Therefore, a company with \$400,000 assets which is solvent and well established should give up its business, give up its state charter, accept the federal charter and allow its general agents and agents to be elected by the various members of the local commune. In most instances, it will be found that

the man elected to the local commune as secretary will in practically all instances not have insurance experience, will not realize the necessity of a personal interview in selling the insurance to the farmers and will expect all the members of the commune to come in and buy life insurance from the society of which he is a member.

A company which would meet the strict requirements of this bill as to the assets and solvency would hardly be ready to give up its well established and growing business to take on a federal charter which would name for the company its general agents and other officers.

It is claimed by the sponsors of this bill that insurance rates can be greatly reduced in having one officer, viz., the secretary of the local commune act in the capacity of the agent also. It is also claimed in the bill that by eliminating the expensive soliciting and general agents the cost of insurance could be reduced at least 50 percent in most cases.

The principles of the McFadden-Kenyon bill have been endorsed by numerous live stock organizations, the American Farm Bureau Federation, the American Agricultural Editors Association, and by some of the leading teachers in the agricultural colleges.

HOLDING BUSINESS IS IMPORTANT SUBJECT

Life Companies Are Giving Much
Attention to Cutting
Down Lapses

AGENTS A PRIME FACTOR

Large Volume of Insurance Written
Last Year Is Exposed to Many
Dangers

NEW YORK, May 10.—Life companies are giving much attention to renewals these days, especially the second premium payment, as that is the most critical in the life of a policy. If a policy holder pays the second premium he can be counted on as safe. The worry of life company officials is over the second payment. It is there that the tremendous lapse occurs.

Companies have devised many plans to save the business that has been written. Last year was the year of great life insurance production and naturally companies want to save every policy that they can. It is unfortunate that the financial depression followed this wonderful year, because in many instances the financial handicap is the one that is militating against the continuance of a policy. A man purchased a good-sized policy when his business was going strong and he did not figure that the crash would come so soon. He may now be confronted with financial storm and not be able to see his way out. Naturally he begins to curtail in every possible way and his life insurance suffers.

Appealing to the Agents

Most officials will agree that the most effective factor in keeping down lapses is the agent. He is the one who can come in personal contact with the assured and save the business if anyone can. Dealing with policyholders direct has not proved a success unless the agent comes in as a cooperating element. The personal visit of the agent, his interest in the matter and his arguments, are the influences that have the greatest effect. Sometimes it takes just as hard and even harder work to get a man to pay the renewal as the first premium. After the man bought a policy, he may have allowed doubts to creep into his mind as to whether he really needed it or should have taken it. Under great pressure from the agent he yielded but now has some regrets.

Getting an Early Start

A number of companies are sending duplicate premium notices to their agents when they are transmitted to the assured so that the agent can have these cards before them and begin work on the policyholders before the grace period starts. Preliminary work has been found to be most effective. In other words, if the agent can get at the policyholder early in the game and urge him to pay his premium the policyholder sees that there is a personal interest in what he is going to do. These companies, therefore, send a duplicate of every notice or letter that is mailed to the policyholder so that the men on the firing line can keep in touch with what is being done.

Selling the Business Right

One official said today that if a man had been sold right in the first place the danger of his lapsing was greatly decreased. The company with a big lapse ratio finds that the chief cause is the leniency of the agent as to premium payment. A note will be taken, a heavy rebate given or the agent does not push the collection. The policyholder al-

lows the note to drag on and little, if anything is paid. When it comes to the second premium he is in no mood to meet it. He simply drops his policy in the natural course of events. If a policyholder has paid his first premium in full he sees a financial equity in his insurance. The business-like agent will, therefore, see to it that the premium is paid just as promptly as possible. Some agents that take premium notes allow the policyholder to delay up to the time the second premium is paid. Naturally, if he presses for the collection of the first premium and has another coming right after it, the policyholder is inclined to drop his insurance.

Getting Right Class of Agents

Much, therefore, depends on the agents. The companies that appoint the right kind of agents, who are business men of character and who stand high in their communities and conduct their affairs in a business-like way, are not troubled with lapsation except in extreme cases. They keep in close touch with their policyholders, they evince a sincere interest in their welfare, they give every possible service, they place policyholders under obligation to them and they are careful to see that no competitor edges into the good graces of their clients. Agents who are careful collectors see to it that premiums are paid promptly and the obligations are met.

Many companies are finding it necessary to take short premium notes to save the business. They are having these notes fall due at a time when money will be coming in, this particularly being the case with farmers. If a man has a seasonal business, the notes are drawn to fall due at a time when his receipts will be coming in.

Should Rely on Agents

A company official said today that if companies relied more on their agent in getting renewals paid, they would be able to cut down their lapse ratio more. In his opinion very little can be done by dealing with the policyholders direct and leaving the agents out. He said, however, that when the grace had expired and the premium had not been paid, something could be done by the company by way of devising plans for the policyholder to meet the premium and save the policy. Then should come the offer to have part of the premium paid or to reduce the policy, or to change the policy into a lower priced form or something of that kind.

Many companies that have a high lapse ratio in the past, in reviewing their experience found that the agents were primarily the cause. There was too much high pressure, too much rebated insurance sold, big chances taken as to premium payments and unbusiness-like methods adopted. A company having changed the character of its agents found that the lapses reduced materially.

Sales Congress at Chattanooga

The Chattanooga, Tenn., Life Underwriters Association will hold a one-day sales congress May 20. An interesting and instructive program has been arranged. Invitations have been sent to life men throughout the state, also in Alabama, Mississippi and Georgia to attend the congress. In the evening a banquet will be given.

Takes Over a Fraternal

The Gem City Life of Dayton, O., has reinsured a fraternal concern, the Loyal Order of Golden Heart of Columbus, O. It has about 900 members. These members were insured for \$500 per member on the monthly term basis at a flat premium of 60 cents each per month. The old members of the lodge were taken without examination, but new members must submit to the regular medical test.

The Wives of the Life Underwriters of Des Moines held their final meeting of the season Saturday evening. No more meetings will be held until October. The organization has cooperated with the Iowa Life Underwriters the past season and has been of material assistance to the men.

A Wider Field—An Increased Opportunity

Our Agents can sell policies on the annual premium plan, up to \$3,000, to young men and young women as young as age 2—protective insurance and Educational and Business Start Endowment Insurance. This extension of the age limit for Ordinary Insurance down to age 2 helps our Agents considerably. We issue Participating and Non-Participating Policies. As regards adults, we write contracts with Double Indemnity provisions covering any kind of fatal accident, or with Double Indemnity provisions covering fatal travel accident only, as may be desired. We issue policies with waiver of Premium and Disability Annuity or Instalment Payment features. We insure males and females at the same rates.

OLD COLONY LIFE INSURANCE COMPANY
CHICAGO, ILLINOIS

The Goods --- Salesmanship

The Same Salesmanship will sell more if the thing sold is what the potential buyers want.

The Life Insurance company that appreciates present conditions will make its policies attractive.

The Farmers National Life Insurance Company has a Complete line of up-to-date policies that includes policies that can be written on any age from one day to sixty years; Policies that contain the Accidental Death Benefit without exceptions and the Monthly Income Total Disability Benefit; Monthly Income and Yearly Income Policies; Policies maturing as endowments at age 60 and at age 65; Child's Educational Endowment Policy; and "the two greatest ever" — the "Guaranteed Options" Policy and the "Complete Protection" Policy.

The agents of the Farmers National Life wrote 44 per cent more business in April, 1921, than in April, 1920. Figure out what that means.

I can offer you as good territory as there is in Ohio, Indiana, Illinois, Missouri or Iowa. Write me—right now.

John M. Stahl, President

FARMERS NATIONAL LIFE
INS. CO.

Farmers National Life Building

3401 Michigan Ave.

CHICAGO, ILL.

"SAFE AS A GOVERNMENT BOND"
The OHIO STATE LIFE
LIFE, HEALTH, ACCIDENT AND MONTHLY INCOME INSURANCE.

SEE → LATEST POLICIES AND AGENCY CONTRACT FOR FACTS
Opening OHIO, IND., KY., MICH. and W. VA. Write Columbus

"The Capitol Life Insurance Company desires to obtain the services of good, reliable agents in all unoccupied territory. Please address the company for further information."

The Capitol Life Insurance Co. of Colorado
Thomas F. Daly, President
Denver, Colorado

The Masonic Mutual Life Association

Of the District of Columbia

Chartered by Special Act of Congress, March 3, 1869

The Security of the Old Line

The Economy of the Fraternal

Select work, with big returns to high class representatives. For terms and territory, write to

WM. MONTGOMERY, President and Gen. Mgr.
New Masonic Temple
Washington, D. C.



THE NATIONAL UNDERWRITER

LIFE INSURANCE EDITION

Published every Thursday by THE NATIONAL UNDERWRITER COMPANY, Chicago, Cincinnati and New York. EDWARD J. WOHLGEMUTH, President; JOHN F. WOHLGEMUTH, Secretary and General Manager; J. H. HIGGINS, H. E. WRIGHT, NORA VINCENT PAUL, Vice-Presidents; WILLIAM A. SCANLON, Southwestern Manager; FRANK W. BLAND, GEORGE C. ROEDING and O. E. SCHWARTZ, Associate Managers.

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Can Twisters Be Checked?

IN Chicago it is said there are ten individuals or concerns that are professional twisters. In other words, the men in these ten different offices make their living by disturbing existing policies. It is a most nefarious line of business. When a man purchases a legal reserve life insurance policy in a company that is well managed, he pays for placing it on the books. If that policy is cancelled and he buys insurance in another company to replace it he is paying the initial cost price. There is no justification for twisting of this character. The twister is selfish. He is seeking compensation for himself. His interest in the assured is far from being altruistic.

It is perhaps impossible for an agent to thwart the designs of the twister in every case. However, he can minimize the effect of the twister by being as close as possible to his assured. The agent who cultivates his customers, who looks after their interests, who places them under obligations to him, who is fair and square in his dealings, who wins the confidence of those on his

books, is in a much stronger position than the man who gets an application, delivers the policy and then thinks but little of the customer.

Confidence is perhaps the biggest asset in life insurance salesmanship. The agent whose policyholders trust him absolutely possesses something that will bring him the largest reward.

Montana recently passed a bill requiring abstractors or auditors to be licensed. The Montana Insurance Federation thus speaks of this law:

This law provides that all so-called auditors and abstractors of life insurance policies must be licensed and supervised by the commissioner of insurance. In his application for license the applicant must make a statement on oath that he will not deceive any applicant for insurance or misrepresent any of the terms or conditions of any policy of life insurance, and that he will not, upon the basis of any incomplete comparison or misrepresentation, advise any person to drop any insurance for the purpose of taking insurance in any other company. It is believed that this law will prevent unreliable parties from causing the lapse of good life policies by misrepresentation, and for purely selfish gain on the part of the "auditor," and go far toward preventing actual "twisting" and similar activities.

Soft and Loud Pedals

As far as the bigger life insurance companies are concerned the warning recently issued by Superintendent PHILLIPS of New York that the law against the giving of bonuses and extra commissions would be strictly enforced might have been omitted. There seems no danger of any of the leading companies overstepping the bounds to maintain their speed of 1920. The majority seem to be perfectly willing to do less business in 1921 than they did last year. Some are even anxious for such a result.

A subject that is receiving the attention usually given to the stimulation of production is conservation of business put on in the years of national extravagance.

An Unused Avenue

HUNDREDS of employers finance magazines and newspapers devoted to the interests of and edited by their employees. Many of these internal house organs, shop magazines, employees' papers or whatever you wish to call them, are more than merely vehicles to carry news items and jokes about employees and their families. They have definite editorial purposes and attempt to raise the standards of their readers. During the war they were a big factor in selling Liberty bonds and war savings stamps and in boosting the Red Cross and other war

activities. Since then much attention has been given to two subjects—Americanization and thrift. It is not unusual to find such publications urging savings accounts in banks but not much attention is given to the great American plan of thrift—life insurance. Here is work for individual agents and organizations of agents. They might well get in touch with the editors of these publications and show them that life insurance is as worthy of advocacy as bank accounts, home ownership or purchase of bonds and other securities.

PERSONAL GLIMPSES OF LIFE UNDERWRITERS

The Kansas City Life is making May "Thorp Month" in honor of Orville Thorp, president of the National Association of Life Underwriters, who is state manager of the company in Texas. This is Mr. Thorp's 16th year in Texas for the Kansas City Life, during which time he has made a notable record for the company, and this recognition is being given of the honor conferred upon him by the National Association. The contest for production during this month will include the agents in all of the 23 states in which the Kansas City Life operates.

Mr. Thorp formerly taught school in Jackson and Clay counties, Mo., but left the work of teaching to become agent of the Kansas City Life, his first contract dating Sept. 3, 1904, just one month after President J. B. Reynolds assumed charge at the home office. Under this contract he worked in Missouri until April 15, 1905, when he was given a contract for the state of Texas. On Dec. 31, 1905, the company had in force in Texas \$318,800. On Dec. 31, 1910, it had \$9,072,160. On Dec. 31, 1915, it had \$19,582,809. On Dec. 31, 1920, it had \$56,978,052. Mr. Thorp was one of the organizers of the North Texas Life Underwriters' Association and became its first president.

May is "Manly Month" with the Indianapolis Life in honor of President Frank P. Manly, his birthday coming in this month. The agency force has set a goal of \$2,000,000 for the month in his honor.

Harold J. Cummings has been appointed assistant agency manager of the Minnesota Mutual Life. He was connected with the Equitable Life of Iowa for over five years, serving in the field and in the home office. He had charge of the service department, with headquarters in Des Moines, for some months. Following the war in which he took part, he became general agent of the Missouri State Life at Peoria, Ill.

Charles W. Helser, vice-president of the West Coast Life, left this week for a month's journey over the southern section of the territory covered by the company. He will spend considerable time in Texas with Hornberger, Schmitt & Co., the new state managers.

Mrs. Z. C. Patten, wife of the venerable president of the Volunteer S. of Chattanooga, Tenn., entertained the officers of the company and their wives, the home office clerical staff and others connected with the company, at the Patten country estate, Ashland Farm, last Saturday, Mr. Patten's birthday having been the occasion. It is an annual custom of the Volunteer State to dedicate all business written during May to Mr. Patten.

April 22 was the happy anniversary of several of the "Old Faithfuls" of the Berkshire Life. Thirty-two years ago five men entered the service of Berkshire and have enjoyed continuous and successful service at this day. The five "Service Men" are W. D. Wyman, president; W. S. Weld, superintendent of agencies; George T. Mason, special agent in the Chicago general agency; Joseph Loebe, general agent at Cleveland, O., and Franklin Wyman of Wyman & Palmer, general agents for Northern Illinois. These men are proud of their record and the present position of the Berkshire is due in a great part to their work.

Manager W. W. Williamson of the Phoenix Mutual Life in Chicago is an ardent advocate of the company's training school at the home office. Mr. Williamson declares that this training gives a recruit the schooling that he should receive before he starts to sell insurance. He asserts that a general

agent has not the time to give a new agent the training that is very essential. When a man, therefore, returns from the training school at Hartford, he is all set and ready to go. He has learned something about salesmanship and has applied it to selling life insurance. The Phoenix Mutual has eliminated brokers and part time men entirely. It only takes business from its own full time men or full time men of other companies who offer excess business. It will not take business from even a full time man of another company unless his own company is on the risk.

Paul W. Simpson, associate general agent of the Aetna Life, life branch, at Indianapolis, announces the appointment of Robert E. Tracy as a special agent of the Aetna Life. Mr. Tracy resigns as director of the bureau of municipal research for the Indianapolis Chamber of Commerce, in which connection he has done excellent work since February, 1918, in follow-up work on the survey of the Indianapolis city government prepared by the New York Bureau of Municipal Research. In this line Mr. Tracy accomplished for Indianapolis a budget system, the establishment of a police record system and a general improvement of the city's business methods. He has been a prime mover in the city planning movement and in the passage of the Knapp city manager bill before the last legislature. He is a native of Gloucester, Mass., and a graduate of Harvard College and Harvard Law School, where he specialized on insurance law. His activity in connection with many of the recent big enterprises in Indianapolis has given him a wide acquaintance among leading business men. He will specialize on group, business and corporation insurance. Mr. Simpson regards it as unusually encouraging when men of Mr. Tracy's training and fine opportunities along other lines of business can be brought to see the possibilities of life insurance.

Paul DeKress, for several years general agent for the Travelers at Evansville, Ind., died there last week after a long illness. Mr. DeKress had been in the life insurance business for many years and was well and favorably known in southern Indiana, southern Illinois and northern Kentucky.

May and June have been designated as the period of the "Koster Campaign" by the West Coast Life of San Francisco in honor of the president of the company, Gen. John A. Koster. Agents of the company have been called upon to "enlist" for the campaign which has as its principal aim the qualifying of more men to the Century Club, the last opportunity to accomplish this end being June 30.

It is expected that the annual convention, which will be held in San Francisco in September, will also be a housewarming party, as it is hoped the company will be housed in its new building by that time.

W. A. Hinshaw, Iowa salesman for the Bankers Life of Des Moines, has just completed his first five years in the life insurance business. He has been with the Bankers during the entire period. His total production of issued business for the five year period has been \$3,217,500, or an average of \$53,600 per month for sixty consecutive months. He started to write insurance in April 1916 and his total for that year was \$263,250. His total annual production for the next four years was 1917—\$450,000. 1918—\$526,000, 1919—\$777,750, 1920—\$1,050,500.

With \$6,632,000 of insurance written in April, the International Life points

Progress of the Equitable

NEW FEATURES INTRODUCED IN A DECADE

Group Life Insurance	Non-Cancellable Accident
Group Disability Insurance	and Health Insurance
Safety Inspections for Groups	Premium Waiver Clause
Home Purchase Insurance	Disability Income Clause
Refund and Cash Refund Annuity	Double Indemnity Provision
Income Bonds for Old Age	Excess Interest Dividends
New Convertible Policy	Post Mortem Dividend
Corporate Policy	Endowment Conversion Privilege
Endowment Annuity at 65	Educational Fund Agreement
Liberty Bond Policy	Salary Continuance Agreement
Retirement Annuity	Free Health Examinations
New Survivorship Annuity	Special Training for Agents

INSURANCE
THAT
INSURES

PROTECTION
THAT
PROTECTS



GROWTH IN A DECADE

	1920	1910	Increase
Outstanding Insurance Dec. 31st.	\$2,656,524,971	\$1,347,158,692	\$1,309,366,279
New Insurance.....	529,559,921	107,965,091	421,594,830
Assets Dec. 31st.....	627,141,737	492,197,585	134,944,152
Liabilities Dec. 31st.....	539,140,795	409,538,600	129,602,195
Premium Income.....	95,354,787	53,160,164	42,194,623
Total Income.....	132,156,942	76,289,493	55,867,449
Payments to Policyholders.....	72,683,550	53,119,670	19,563,880

THE EQUITABLE
LIFE ASSURANCE SOCIETY
of the UNITED STATES

120 Broadway New York
W. A. DAY, President

AMERICAN NATIONAL INSURANCE COMPANY

W. L. MOODY, JR., President

OF GALVESTON, TEXAS

Life Insurance in Force
Over \$145,000,000
December 31, 1920

SPLENDID TERRITORY AND ATTRACTIVE CONTRACTS. GOOD OPPORTUNITIES IN

Alabama	Kansas	New Mexico
Arkansas	Kentucky	North Carolina
California	Louisiana	South Carolina
Florida	Mississippi	Oklahoma
Georgia	Missouri	Tennessee
	Texas and Virginia	

For information regarding them write to

C. S. HUTCHINGS
 Agency Mgr.
 Ordinary Dept.

W. J. SHAW
 Agency Mgr.
 Industrial Dept.

CAPITAL, \$200,000.00

A company born in the West,
 built for western people,
 by western men.

GOOD AGENTS WANTED

Originators of the
 "Multiple Option" Policy,
 a three-in-one contract.
 A good policy for the
 live wire.

Progressive In Its Ideas



Conservative In Its Management

STEPHEN M. BABBET, Pres.

HUTCHINSON, KANSAS

More Than 1 1/4 Million Policies Now In Force

Only four other life insurance companies in America have more policy contracts in force than this Company. A study of the following growth in ten years is invited:

	Jan. 1, 1911	Jan. 1, 1916	Jan. 1, 1921
Assets	\$ 5,614,764	\$ 10,279,663	\$ 22,885,957
Policies in Force	371,106	613,615	1,277,277
Insurance in Force	49,245,028	89,596,833	251,594,364

Attractive opportunities open to agents in Ohio, Indiana, Kentucky, West Virginia, Pennsylvania, Michigan, Illinois and Missouri.

The Western and Southern Life Insurance Co.
 W. J. WILLIAMS, President CINCINNATI, OHIO
Organized February 23, 1888

out as a barometer of current business conditions that its April business exceeded the volume of insurance written by its agency organization in any previous month in the entire career of the company. When business was at high tide a year ago the International had its best month in March, when \$6,306,000 was written.

The large volume of insurance written in April brings the total business of the International Life during the four months of this year up to \$19,779,000 as compared with \$18,536,000 written during the same months last year.

F. J. Haight, the well known actuary and accountant at Indianapolis, and R. M. Malpas, who is associated with him, have purchased the property at the northwest corner of Meridian and St. Joseph streets in Minneapolis. The residence will be occupied for some time by Mr. Height. Later a modern building will be erected to cover the ground.

Darwin P. Kingsley, president of the New York Life, was unanimously re-

elected president of the Chamber of Commerce of the State of New York at the annual meeting of the organization some days ago. At the same time the following were named as members of the insurance committee: Frederick H. Ecker, vice-president Metropolitan Life, chairman; Edward C. Jameson, president Globe & Rutgers Fire and E. G. Snow, president of the Home of New York.

The Farmers National Life of Chicago thinks that the record made by its agent, J. C. Kennel of Sigourney, Ia., in April is worthy of note. During that month Mr. Kennel sent in 30 applications that amounted to \$122,000, and all of which were approved and the policies issued.

Mr. Kennel works altogether among farmers and his April record shows that live salesmen can sell life insurance to farmers even though there has been such a very heavy drop in the price of farm products; also that the financial condition of farmers is not so desperate as some agitators would have the public believe.

LIFE AGENCY CHANGES

W. E. Pearce

Appointment of W. E. Pearce as superintendent of agents at Richmond for the Atlantic Life is announced by Virginia Manager A. O. Swink. Mr. Pearce was formerly assistant manager for the Travelers in Virginia and North Carolina with headquarters at Richmond.

H. B. Nelson

H. B. Nelson resigned as agent for the Illinois Life at Freeport, Ill., to become general agent of the Equitable Life of Iowa at Rockford, Ill., taking nine counties.

Doss Brittain

Doss Brittain has been appointed manager of the Northwest Illinois Agency of the Kansas City Life, with headquarters at Galesburg, Ill. He first became connected with the company in Missouri and has been doing agency work for the O. J. Durand agency in California for the last two years. He will have 21 counties in his new general agency. Last year he produced personally \$250,000, 75 per cent of which was on the endowment plan.

T. J. Old and J. T. Weakley

T. J. Old, agent for the International Life at Nashville, Tenn., has formed a partnership with James T. Weakley, Sr., also of Nashville. The new firm of Old & Weakley will be general agents for the International Life in Tennessee. They are both well known insurance men.

L. W. Shakshesky and H. W. French

L. W. Shakshesky of the firm of Shakshesky and French, general agents at Madison, Wis., for the Northwestern Mutual Life, has sold his interests in the firm to Harry W. French. Mr. French succeeded to the place in the firm left by C. L. McMillen, who is now general agent at Milwaukee.

D. G. Macpherson

D. G. Macpherson of Pittsburgh has associated himself with the general agency of St. Clair, Golden & Sutphen of the Equitable Life of Iowa at Pittsburgh. He becomes agency organizer. He has been general agent for the Missouri State Life at Pittsburgh, having gone with that company in June, 1917. Mr. Macpherson is an agency man of experience and his effort will be to work up an agency plant in western Pennsylvania.

Walter S. Risk

Walter S. Risk of Tacoma, Wash., has been appointed Indiana manager for the North American Life of Chicago and has established headquarters at Indianapolis.

Ernest Greene

Ernest Greene, formerly manager of the State Life of Indiana for western Michigan and the upper peninsula, has

been appointed Michigan state manager for the Standard Life of Decatur, Ill., with headquarters at Kalamazoo.

Life Agency Notes

J. E. Nolte, formerly vice-president of the Tazewell Products Company of Pekin, Ill., has been appointed agent for the Massachusetts Mutual Life in that town.

The Oregon Life has entered Washington. J. T. Sullivan, with the company for the past four years, has been placed in charge of the Washington territory with Seattle as headquarters.

R. E. Jackson, Jr., has been appointed district manager for the Massachusetts Mutual Life at St. Joseph, Mo. He was formerly with the company at Tulsa, Okla.

The Alfred Holzman general agency of the Equitable Life of New York in Chicago has opened a branch office at Wilson and Magnolia avenues. The office will be in charge of George Unger, assistant agency manager.

Prasch & Rueschlein, Burlington, Wis., have been named district agents of the Prudential Life. John T. Prasch of the agency has received a silver medal and certificate of Old Guard membership with the company, having completed ten years service as special agent.

J. R. Brown, who has been specializing on group insurance for the Aetna Life in Boston, has been transferred to Indiana as home office special representative for group insurance, life, accident and health. He will make his headquarters in Indianapolis in the office of Keene & Simpson.

Complain of Hotel Rates

The board of directors of the Milwaukee Association, at a meeting this week, was expected to take action on complaints of some of the members of the organization that hotel rates asked in connection with the national meeting in September at West Baden, Ind., were too high to encourage a large attendance from Milwaukee. It is stated that the question came up because of a misunderstanding on the point that the quoted rates were American, not European plan. The board had planned for large attendance as possible from Milwaukee, for both the national meeting and the Northwest Congress at Madison in June.

National L. & A. Promotions

The National Life & Accident of Nashville, Tenn., has announced several promotions in its field force. A. C. Gibson, of District No. 2, New Orleans, has been made special agent in the life department. Mr. Gibson has taken great interest in this department since its creation, and has been largely responsible for its growth and development. Chas. Gourgues of Baton Rouge has been made assistant superintendent at New Orleans, and P. H. Ryan has filled the same place at Chicago.

John D. Kurtz, treasurer of the Continental Life of Delaware since its organization in 1907, died suddenly in the home office recently.

NEWS OF LIFE COMPANIES

Shenandoah Life, Roanoke, Va.: It finds that its new business the first four months of the year exceeds last year's record by 49 percent. Gaylord Davidson produced \$362,650 in April, making his total production of \$776,954 since Feb. 28.

* * *

Farmers National Life, Chicago: Its business during April exceeded in amount 44 per cent of that of April a year ago. This is an extraordinary achievement in view of the fact that the company does almost all its business with farmers. The Farmers National Life has not put on any pressure or offered any inducement to get new business. President John M. Stahl declares that the result

indicates that the farmers are recovering from the psychological effects of the drop in farm prices and they will soon be in the market with the disposition to buy rather liberally. As he asserts, farming is the basic industry and when the farmer buys it means better business for all others. President Stahl expects that the Farmers National will write 25 per cent more business this year than it did last.

* * *

Franklin Life, Springfield, Ill.: It will build an addition to its present home office at Sixth street and Lawrence avenue. It will involve an expenditure of \$125,000 and will add an additional 10,000 feet of floor space to the building.

WITH INDUSTRIAL MEN

Prudential News

Superintendent Samuel E. Long of the Harrisburg, Pa., District of the Prudential has the distinction of leading Division "K" in both industrial and ordinary for the current year.

Agent J. F. Arminger of the Washington, D. C. District stands number one on the list of Division "K" writers.

Assistant E. W. Beach, Washington, D. C., is the highest man in his district in both industrial and ordinary, and first in Division "K" in industrial.

The Prudential tendered a dinner to Superintendent Singleton Gardner of Davenport, Ia., and members of his staff in honor of his twenty-fifth anniversary.

Agent Bert Harding of the Wausau, Wis., agency organization has been advanced to the position of assistant superintendent at Stevens Point, Wis.

Three of Division "M" representatives have recently been advanced in the company's service. Agents John A. Davenport and Walter M. Freeman are promoted to the position of assistant superintendent in their respective districts, Newark No. 1 and No. 3. Agent Wilson A. Sprinkel of Vineland, N. J., is placed in charge of the company office at that point as assistant superintendent.

Agent John P. Reilly of Springfield, Ill., is doing commendable work in the building of industrial increase. He is leading the agency staff of Division L.

Agent Samuel B. Mindlin of Kansas City No. 1, Mo., is one of the hustlers of Division L, and he is showing great progress in the securing of industrial business.

Agent Mayer Rotstein of the Chicago No. 1 district is the leader in ordinary net issue in Division "J."

Agent Manville J. Wakefield of the Newburgh, N. Y., district has been singled out for promotion and has taken charge of an assistant in the same district.

Agent R. Stanley Beat, who operated

in the Poughkeepsie, N. Y., district, has been promoted to assistant superintendent in that district.

Kansas Claim Never Presented

The Prudential has notified the Kansas department that the claim for indemnity for the death of Warren T. Northrop, a boy who disappeared eleven years ago has never been presented to it. It was asserted that the company had declined to make any settlement on the ground that the usual seven years held to be sufficient to constitute legal death did not apply to a boy of this age.

Writing Industrial in South

George W. Munsick, second vice-president and field supervisor of the Prudential, has been in Atlanta, Ga., with a view of establishing an industrial district in that city. Aker & Skinner of Atlanta, general agents of the company, write only ordinary insurance. The Prudential has not written any industrial insurance in Georgia and other southern states. A district, however, has been established in Richmond and Norfolk, Va. It is said that the Prudential intends to extend its industrial activities to the southern cities. George H. Chace, manager of ordinary agencies at the home office for the southern states, accompanies Mr. Munsick. It is likely that a number of the southern cities will now be opened for industrial business by the Prudential.

Life Notes

Mrs. Grace Cowling Maddox, wife of D. S. Maddox, office manager for the Merchant Life of Des Moines, died at her home in that city Friday.

The National Association of Life Underwriters has contributed \$100 to a fund for the erection of the headquarters building for the Chamber of Commerce of the United States at Washington, D. C.

NEWS OF LOCAL ASSOCIATIONS

Grand Rapids, Mich.: Glenn Shipman of Kalamazoo was made vice-president of the Western Michigan Association at its regular monthly meeting here. He was chosen by Kalamazoo members of the association as chairman of that auxiliary.

The subject for the day was "Life Insurance for Inheritance Taxes." C. T. Allen, of the Muskegon auxiliary, handled the subject from the selling standpoint, saying the life underwriter should present to his prospect the "raw material" of his needs and the cold business facts would form the basis of a picture which should easily be recognized by the business man. He stated in his opinion the first moment of the interview when selling insurance for inheritance tax purposes was of particular importance because the life underwriter was as a rule dealing with a keen thinking, cool headed business man who was trained to appraise his callers at the commencement of the interview. If the appraisal was favorable, the life underwriter was usually extended an opportunity to finish the presentation of his proposition, the speaker said.

Mr. Allen thought that many life underwriters were overlooking business

among prospects in what might be termed the "middle class," whose estates would be subject to state and income taxes, and in some instances executors' fees and expense of probate.

The sub-topic for the day, "Life Insurance to Provide for Benevolences and Bequests," was taken up by Albert Smith, who pointed out that this is a wide and comparatively untouched field for the use of life insurance.

* * *

Milwaukee, Wis.: George A. Boissard, president of the National Guardian Life, Madison, Wis., addressing the May monthly meeting of the Milwaukee Association, called on the members to actualize their possibilities of becoming a bigger force in the proper shaping of public opinion, especially to show that the average of \$31.25 premium paid in this country by the insured in the aggregate yields a tremendous good, in which every insured has a share. Proper impression upon the insured public, and upon prospects, of the facts regarding the use that has been made and is being made by insurance premium money in building up the country and preventing wasteful thriftlessness, he averred, would make every underwriter a real contrib-

Public Life Insurance Company

Incorporated As a Stock Company Under The Laws of the State of Illinois

Capital, \$500,000.00

Ordinary and Industrial Insurance Issued at All Ages From One to Seventy

ALFRED CLOVER

General Manager, Chairman Board of Directors

LOUIS NAROWETZ, President J. W. SINGLETON, Secretary

WILLIAM SCHARE, M. D.
Chairman of the Medical Board

HOME OFFICE:

108 South La Salle Street

CHICAGO

ILLINOIS

NEW TOTAL AND PERMANENT DISABILITY AGREEMENT

No period of waiting.

Payments begin immediately upon approval of claim, and date from receipt of proof of such disability.

Waiver of future premiums becomes effective immediately upon approval of claim, and any premium paid during disability after receipt of such proof (but before approval of claim), refunded.

Monthly payments continue (during such disability) until maturity of policy.

Proceeds of Policy at Maturity paid in full—no deductions because of payments made during such disability.

The Connecticut Mutual Life Insurance Company Hartford, Connecticut

QUALITY INSURANCE—CHARACTER SALESMEN

Wanted—Specialty Salesmen—Wanted

Any Sure Enough Salesman, who has the proper Intestinal Equipment, who is "Four Square" and willing to work; can make not less \$20,000.00 per year helping us to continue the breaking of all Life Insurance records.

Great opportunity for the men who can qualify!

From May, 1919 to May, 1920, Twelve months—one year—we wrote Ten millions Life Insurance. How? Let us tell you. We have the plans; we furnish the leads. If you can qualify, write or wire.

THE LIBERTY LIFE INSURANCE COMPANY OF KANSAS
TOPEKA, KANSAS

utor to the character building of the country.

"You can study these things and make them interesting to the man who contributes the \$31.25, and the man who should contribute," he said. Link up Ole Olson and John Johnson with giant railroads, great silos, cities, transportation systems. Make him feel that. Explain how the dollar is kept circulating. Even though most of the large companies are located east of the Alleghenies, we have nearly six times more life insurance money in the middle west in farm mortgages than the eastern part. A similar comparison might be made in the matter of railroad development. Tell that to the \$31.25 man out here, too. Contribute to the character building of the country. Make the man feel how integral a part of all this he is, with his \$31.25.

"Not long ago, an underwriter came to me. He had been writing insurance years ago, but wanted to see the world, so he quit and became a railroad mail clerk. He wanted to come back into the business of insurance. He is back in it. He said the motive was that once he paid \$2,500 to the widow of a minister, who had absolutely not a cent otherwise, under a policy. That left an undying impression on him and eventually brought him back. It is such experiences that show that life insurance is

far above mere 'renewal income' and the like."

* * *

Chattanooga, Tenn.—The Chattanooga Association is making plans for the Sales Congress, to be held on May 20, when Orville Thorp and other speakers will address that body. A complete program will be announced next week.

* * *

Evansville, Ind.—The third annual banquet of the Evansville Association last week, proved to be the most successful event in the history of the local association. William T. Graves, district superintendent of the Public Savings Insurance, and president of the local association, delivered the address of welcome, and the response was made by Myer Greenburg, of Columbus, O., representing the Mutual Life of New York.

A. P. Ballou of Louisville, manager of the Mutual Life of New York, and Frank P. Manly, president of the Indianapolis Life, were the principal speakers.

* * *

Indianapolis, Ind.—Frank P. Manly, president of the Indianapolis Life, addressed the Indianapolis Association last Saturday on "Service to Policyholders." He laid emphasis upon the broadening outlook of life insurance which now extends its service in so many more forms to its policyholders than the mere pay-

ment of death claims. He pointed out that, through the service life insurance is rendering in a public way, a great public service is being performed which means the lengthening of human life.

Judge Mahlon E. Bash of the Marion county probate court gave some interesting and helpful suggestions for life insurance men from his experience in probating estates. That life insurance is frequently the savior of much needed resources for smitten families is in every day evidence in his court.

The coming annual convention of the National Association at West Baden, Ind., was discussed and that there will be a large attendance of Indianapolis members was made certain. Seven applications for membership were voted upon.

* * *

St. Paul, Minn.—Members of the Minneapolis and St. Paul Associations have taken steps to clear Twin City territory of part-timers through adoption of resolutions that Minneapolis members will not pay any remuneration to part-timers in St. Paul, and clinching the matter May 9 by the St. Paul association unanimously adopting a resolution that St. Paul members will pay no remuneration to part-timers in Minneapolis. Previous rules had confined members of

each association to enforcing the full-time rule only in the respective city to which the member belonged.

At the meeting of the St. Paul association, May 9, George Herman, federal chief executive tax officer, spoke on "Federal Inheritance Taxes in Operation." Mr. Herman gave a pointer to agents by citing that out of 500 estate cases that had come under his observation for tax investigation, he could count on his fingers the number who had the cash ready with which to promptly settle the federal tax.

George T. Blandford of Minneapolis, general agent of the Provident Life, spoke briefly on "The Value of Time to a Life Insurance Salesman." Time, he contended, was the agent's capital as well as his raw material. Although his most valuable asset, it was greatly wasted by the average agent. The paramount issue is not more insurance education, but to bring real value per hour out of the working day.

* * *

Sioux Falls, S. D.—At the recent meeting of the South Dakota Association here, officers for the coming year were elected. S. Hildebrand was elected president and Frank S. Wagner, secretary.

Anti-Vaccination Bill Beaten

After a warm fight in which the life companies took an active part, the Wisconsin state senate defeated a bill to remove compulsory vaccination for smallpox from the statutes of the state. A bill will be introduced to provide for free vaccination by health officers for those who cannot afford to pay.

Examining Cotton States Life

The insurance departments of Tennessee, Mississippi and Arkansas are conducting a joint examination of the Cotton States Life of Memphis, Tenn. The departments are represented by F. M. Speakman, actuary, of Philadelphia. Sam Henry of the Mississippi department is assisting Mr. Speakman.

Lincoln's Texas Record

For April, which set a new record in business production for the Lincoln National Life, the Texas Agency leads all the other agencies of the company in volume of written business. O. D. Douglas of San Antonio is leader of the Texas Agency which is the youngest selling organization of the Lincoln National Life.

May Open Life Department

Life insurance men in Chicago are considerably stirred up over the report that one of the largest casualty offices in the city is soon to establish a full-fledged insurance department, thus adding one more general office to the life insurance class. There are now seven of the large casualty and fire officials that have life insurance departments. The one that is now contemplating the move is an old, well-established office with a large force of solicitors and a strong brokerage clientele. Many managers in Chicago say that the tide toward the fire and casualty men is growing all the time. A large amount of business is now coming from that direction.

Mutual Trust Still a Member

Officers of the Mutual Trust Life of Chicago state very emphatically that the company has not withdrawn from the American Life Convention, or the medical section of the American Life Convention, or the American Service Bureau, but that the company has withdrawn from the Impairment Bureau of the American Life Convention. The company is a member in good standing of all sections of the American Life Convention with the exception of the Impairment Bureau, the services of which it is no longer using.

THE PROVIDERS HOME OFFICE
The Providers Life of Chicago is moving its home office out of the downtown district, having purchased the two-story building at Robey street and Pierce avenue.

The central department of the New York Life at Chicago has finished its three months' testimonial in honor of Vice-president Thomas A. Buckner, who will be a guest of this department in Chicago at a big meeting on May 24 at the Edgewater Beach Hotel. The Fisher Branch, of which J. J. MacRay is manager, produced 184 percent of its allotment for the testimonial and is the winner, producing \$1,380,000 of written and examined business.

AMERICAN CENTRAL LIFE

Insurance Co.

INDIANAPOLIS, IND.
Established 1899

HERBERT M. WOOLLEN
PRESIDENT

Comment On General Agents Attitude

CHICAGO, ILL., April 30.—To the Editor: In the April 21 issue of your paper there appeared an article headed "Some Objections of Chicago Field Men," which set forth some of the purposes of the Chicago Field Men's Club and concluded with the jeremiad of a general agent.

There is no finer evidence of the greatness of our business than that it has survived the methods of marketing the product. A countrywide survey is not necessary to determine this. A closeup of our local situation is sufficient.

* * *

Observation of Chicago conditions might lead to the conclusion that general agent and soliciting agent are working toward different ends. Each is apparently trying to see how much can be gotten from the other without giving anything in return.

If the field man and general agent could realize that they are not competitors but collaborators, and that each has an important and indispensable function in our great business, how quickly the atmosphere would be cleared of suspicion and misunderstanding and rancor.

* * *

Your paper states two not unfair desires of the soliciting agent. He would like to have removed the competition of a class of men who, as a class, do not create new business. He also asks that his compensation, being spread over a period of years, be safeguarded with adequate guarantees. Nothing could be fairer.

While insisting upon the justice of these objects, the soliciting agent should analyze some of his own shortcomings and offer the general agent concessions which could and would offset any direct loss which might otherwise follow the adoption of the reforms.

For instance, the field man could become a full time life insurance man. There are very few who would qualify now under strict interpretation of that term. That means not only a full day's work every day but the elimination of general lines which take his time and attention from the life business. It is not just to ask a general agent to give up brokerage sources and shut off solicitors in general lines unless we are willing to stop competing with them in their fields.

* * *

The attitude of the general agent who gave you that interview would be amazing to the mercantile or manufacturing executive who is not acquainted with the genus general agent. Many life managers do consider that the spending of money to improve the efficiency of the soliciting agent is supererogatory. Such an attitude would wreck any other business in six months.

There are exceptions, of course, to this general condition. We have some real sales organizers in the life insurance business who are managing their agencies on modern, constructive and scientific lines and are as a consequence leading the country in production. You will not find this type of manager wailing about being "required" to spend money for sales promotion purposes. He knows that it is an investment which pays him a handsome profit. This type, while fortunately growing in number, is still a minority.

* * *

The initiative toward reform should come from the general agent. He is the leader by the authority conferred upon him. He will be compensated for any sacrifices essential to better conditions by increased loyalty and efficiency which would lead to increased volume. The short-sighted manager need not strain himself to visualize



Hall Month

May is Hall Month with The Lincoln Life.

All special service efforts during May are dedicated to Manager and First Vice-President Arthur F. Hall, one of the organizers and the active head of The Lincoln National Life Insurance Company.

Agents of The Lincoln Life roll up the largest volume of business of any month of the year during Hall Month as a tribute to the man who founded The Lincoln Life upon the bed rock of Service and who has insisted that all the business aspirations of the Company be Service ideals.

Salesmen for The Lincoln Life get the most earnest and prompt co-operation because The Lincoln Life Home Office has never been allowed to lose sight of the motto which Arthur F. Hall gave to the Company long ago, "Service made the life of Lincoln—Service makes The Lincoln Life."

You profit by these Lincoln Life Service ideals when you—

LINK UP WITH THE LINCOLN

The Lincoln National Life Insurance Company

"Its Name Indicates Its Character"

Lincoln Life Building, Fort Wayne, Indiana

Now More Than \$170,000,000 in Force





CONTINENTAL LIFE INSURANCE COMPANY

Assets, \$4,135,569.33

Insurance in Force, \$36,000,000.00

Our Policy Forms Contain the Following Provisions: Double Indemnity for accidental death, Total and permanent disability benefits, Partial disability benefits, Surgical operation benefits, Annual dividends, Optional methods of settlement, Premium loans, Cash loans, Extended insurance, Paid up insurance, Cash surrender values, Insurance to cover policy loans, Installments certain-Participating, Installments continuous-Participating.

Very Attractive Agency Contracts to Reliable Men

JOHN W. COOPER, President

Kansas City, Missouri

WANTED

MANAGERS FOR IMPORTANT DISTRICTS IN OHIO — INDIANA — ILLINOIS — MICHIGAN

Guaranteed Low Cost Policies.

As Good as We Can Make Them.

Any one of the above is an absolutely first class opportunity. If your record is clean and you can furnish evidence of your ability as a Personal Producer, your application will be considered.

SECURITY LIFE INSURANCE COMPANY OF AMERICA

The Rookery, Chicago

O. W. JOHNSON, President

S. W. GOSS, Vice-Pres. and Agency Mgr

M. E. O'BRIEN, Pres.

"THE COMPANY OF SERVICE"

JAMES D. BATY, Sec. & Treas.

The Detroit Life Insurance Company

FOREST AND WOODWARD AVES., DETROIT, MICHIGAN

PYRAMIDS OF SUCCESS: Insurance in Force

December 31, 1911 . . . \$1,729,970.00

December 31, 1913 . . . \$4,051,150.00

December 31, 1915 . . . \$7,199,500.00

December 31, 1917 . \$11,750,811.00

Sept. 30, 1920 . \$20,475,152.00

A fine opportunity for live agents to associate with a rapidly progressing company.



George Washington Life Insurance Company

Our 20 Pay Endowments at Ages 60, 65, 70 and 75, and our Monthly Income Coupon Bond Policies are growing in popularity. We are also writing all standard forms at low premium rates. A few attractive Agency openings are now available in the state of Ohio. For particulars address

C. B. BEAUMONT, State Manager, 2205 E. 83rd St., Cleveland, Ohio

The Companies That Stay Are the Companies That Pay

When a company has proven its staying qualities, as the Western Reserve Life Insurance Company of Muncie, Ind., has, the agent who desires to be a general agent can think favorably of that institution. Permanent success can only be attained through a permanent connection. The companies that stay are the companies that pay the representative in the long run.

WESTERN RESERVE LIFE INSURANCE CO.

J. H. Leffler, Acting President

John W. Drago, Secretary

MUNCIE, INDIANA

Harry H. Orr, General Counsel

BUILD YOUR OWN BUSINESS

Under Our Direct General Agency Contract

Our Policies Provide for

Double Indemnity Disability Benefits
Reducing Premiums

SEE THE NEW LOW RATES

this. As stated above he can find actual examples of the practicability of these reforms as means of development and growth.

"The old time incomes" are not gone for the general agent who looks upon his contract as a responsibility and not as a soft snap.

But he can't "get by" without spending money. The more he spends intelligently the more he will make. Your friend's howl would be funny if it did not awaken sympathy for his "organization." In 1921 English, how does he get that way?

GERARD S. BROWN
Mutual Benefit Life.

AGENTS WILL NEED TO USE SALES METHODS

(CONTINUED FROM PAGE 7)

agency departments, have anticipated this and are preparing their men for harder work, are hardening their mental muscles and are putting them through a salesmanship training.

Plenty of Prospects

Regardless of the fact that several lines of merchandise have declined in price, there are many prosperous activities and many men that are still making good money. There is no dearth of good prospects for life insurance. Undoubtedly life insurance salesmen will have to readjust their prospect list as they did after the armistice was signed. It will mean a new alignment. The men who have been prospects in the past may not be at present or the near future. These agency men say that the salesmen must take a resurvey of their territories, ascertain the activities that are making money and are prosperous and get after the people who are engaged in these lines of work. This will mean more systematic, more intelligent and more efficient work.

Organizing New California Company

Reports from San Diego, Cal., are to the effect that G. R. Rhoads, formerly with the Montana Life, is busily engaged in interesting a number of business men of Southern California in the formation of a new life insurance company. It is said that the plan is to have a company which will start with \$250,000 capital and \$250,000 surplus at the outset, of which amount \$10,000 will be allowed for organization expense, making a net surplus to start \$240,000. If the proposition goes through in the manner in which California life men understand it, Mr. Rhoads will be automatically made general manager.

New Life Business in Wyoming

The new life business in Wyoming last year amounted to \$21,345,013. There was \$8,720,785 terminated, leaving in force \$60,392,983. The state leaders in new business were the Equitable Life of New York with \$1,536,870, New York Life with \$1,983,123, Northwestern National of Minneapolis with \$1,159,088, Pacific Mutual with \$1,864,459, Western National Life of Cheyenne, Wyo., \$3,907,600. The new fraternal business amounted to \$2,768,818 and the amount of fraternal business in force is \$18,952,031.

ORGANIZED 1850
The Manhattan Life
INSURANCE CO.

66 BROADWAY

NEW YORK

MODERN BUSINESS GETTING METHODS

Prospects in All the Walks of Life; First Essential Is to Find Out Why and How People Buy Insurance, Says F. G. Barnum

FREDERICK G. BARNUM of Milwaukee, state agent of the Franklin Life in Wisconsin, and until very recently a newspaper and advertising man, says he has become convinced that the first essential for the life underwriter starting in business is to study the subject, "why and how do people buy insurance." He came into the business just as the tight-money situation reached its crest and business and incomes became strained. In January his agency doubled the business of the same agency a year ago.

Learn How and Why People Buy Insurance

"There is of course a point in all solicitation when your prospect is ready to sign. He is sold, but whether he volunteers to sign or not, is another matter," said Mr. Barnum in discussing his work with THE NATIONAL UNDERWRITER representative. "But, while I cannot and do not want to stand up as a teacher or prophet before the men with real experience, I may say that I very shortly got off the thought that the main idea was the 'closing.' Psychological moments come and go. Of course, action must be taken before they go, and it is important to know when they come, but my thought at this stage of my experience is to learn why and how people come to buy insurance.

"In a certain office building in Milwaukee there is an assistant janitor, who was formerly a small farmer of modest success. I sold him a nice policy the other day, and that is how I come to put so much stress on why and how. This man is in his forties, very modest and unassuming. I never thought of him as a prospect, although I had occasion to meet him several times for reasons and purposes that had nothing to do with either borrowing money from him or selling him insurance.

Prospect All Ready and Anxious to Sign

"He happened to live out my way and we are joint users of the electric company's 'trolley autos.' One night we got into the same seat. I was reading a paper as he came in and sat down on the way out. I folded my paper and talked to him. He seemed somewhat embarrassed, perhaps because of being in workmen's clothes and somewhat grimy. We talked along a while and a few nights later it dawned on me to consider him as a prospect, whereupon I went to his home. It seems that he had told his wife rather glowingly of my talking to him on the car, recognizing him and putting my paper aside for a 'common workingman,' as she later stated.

"I haven't a great many hundreds of successful closings on my record as yet," continued Mr. Barnum, "but I think this was the easiest I will ever have. I signed him for a 20-year endowment policy and his wife wouldn't hardly wait till he had signed up. And it was larger than a \$2,000 policy, too!

"You can therefore understand why I am studying why they buy. Here the psychological moment and I had nothing whatever to do with each other, so far as my consciously bringing it about, sensing it and employing it. There was something else before, then, that brought it. Money was tight for this man. He was past 40 and not a student of life insurance in any way.

"I found out later, however, that this man had been talking with his wife for some time about their forthcoming old age. They had figured out that they would live long, as all their ancestors had. They always had thought that insurance was not for them, with this expectancy of long life on their part. They took that as a matter of course. Their idea seemed to be that when you buy a life policy, you pay and pay till death, and what was the use of doing that, as they figured it out.

"How I happened to hit on a 20-year endowment plan I don't know. I think that new insurance underwriters, as well as new bridge players have their own special little angels."

Initial Part of Sale Decides Close

Again speaking seriously about the problems of the life underwriter, especially the new man in the business, Mr. Barnum said he had not yet met with any of the troubles in closing that many new agents mention when discussing the subject. He said he believes that the initial parts of the sales of themselves determine the closing. A man sold right, from the beginning of the canvass—the agent knowing as much about the man and his conditions, family, etc., as it is possible for a good newspaper man to find out—will "just naturally sign." The thing that has appealed to him, he added, is the multitude of possibilities as to real prospects among people and in walks of life where underwriters usually do not seem to go. He admitted that his newspaper training had made known to him many things of people and walks of life which some men never know about.

Northwest Congress Plans

President A. C. Larson of the Northwest Congress of Life Underwriters announces that the theme for the meeting this year to be held at Madison, Wis., July 1-2 will be "Cooperative Underwriting." The speakers who have already accepted are President Orville Thorp of the National Association of Life Underwriters, who will talk on "Association Plans" and "Estate Hazards;" Clifford McMillen of Milwaukee, home office general agent of the Northwestern Mutual Life, who will talk on "Building a City Agency;" Darby A. Day of Chicago, manager of the Mutual Life, who will speak on "Producing Prospects and Closing Business," and Mansur B. Oakes of the Insurance Review and Research Service who will speak on "The Field Work on an Engineering Basis."

Life Men and Community Chest

In the Cincinnati community, chest drive an important part of the organization was made up of life insurance men. Nearly all the life men of the city are on the various teams, and there is a special life insurance division headed by J. S. Drewry of the Mutual Benefit. Other chairmen of divisions are L. C. Witten of the Massachusetts Mutual and A. F. Sommer of the Metropolitan. President J. R. Clark of the Union Central gave the campaign a boost by contributing \$25,000 for that company, the largest corporation subscription made.



GREATEST
ILLINOIS
COMPANY

WANTS GOOD MEN
AND
WILL PAY THEM WELL

Insurance in force ^{more} than \$128,000,000

Everything Is Guaranteed Nothing Is Estimated

Agents selling life insurance find it of distinct advantage these days to sell policies that carry absolute promises backed by the legal guarantee of the corporation.

The Indiana National Life Insurance Company Indianapolis, Ind.

sells only nonparticipating insurance. It is bed rock life insurance with no frills or fancy adornments. It is the stuff that appeals to the people who want every possible dollar of protection they can buy for every dollar deposited as premium.

Our 1920 program is a progressive one that contemplates a vigorous and systematic campaign for business.

We have the policies and the agency contracts.

We have the home office equipment and territory.

We now need the men to carry the Indiana National banner into new strongholds backed solidly by the whole organization.

Last year was a banner year in life insurance. This year will be a still better one.

Address C. D. RENICK, President
INDIANAPOLIS

Open Territory for Illinois, Indiana and Michigan, with contracts that will interest you

The Guardian Life Insurance Company of America

Established 1860 Under the Laws of the State of New York

Outstanding results for 1920, the greatest year in the Company's history.

New Insurance paid for	\$ 46,490,818
Insurance in Force	228,620,496
Increase in Insurance in Force	28,392,951
Assets	60,720,151
Liabilities	55,695,923
Surplus and Dividend Fund	5,024,228

The past year was notable for further development of the Guardian's comprehensive plan of agency co-operation.

For information regarding the opportunities available in the agency organization of this Company to men who can measure up to them, address

T. LOUIS HANSEN, Vice-President
50 Union Square, New York

THE FARSEEING AGENT KNOWS

that his
abilities linked
up with the
policies of



The demon-
strated values
offered your
prospect
WILL GAIN HIS
CONFIDENCE

MUST WIN ALL THE TIME

FITTING THE POLICY TO THE BUYER

Observations by Howard Cox, of Cincinnati, Assistant Home Office Agency Manager, Union Central

FITTING the policy to the buyer is vitally important to us as life insurance salesmen. Our success and the future of the life insurance business depend on our good judgment in fitting the policy to the buyer.

This is one phase of the life insurance business that belongs absolutely to the agent. The home office executive may give the matter some thought but he lacks the daily contact with the insuring public which is essential to complete knowledge of the subject.

Should Serve Clients Well

The great business of life insurance is conceived in the spirit of unselfishness and no agent can possibly achieve a large success, who thinks more of his commission than serving his client.

In most sales the agent is the one who decides what plan his client shall buy. When your prospect makes his own choice, it is almost invariably because some agent has previously sold him that plan or has sold someone whose judgment he trusts.

The rate book of the modern life insurance company contains a list of plans that will, if intelligently applied, meet every human contingency coverable by life insurance. Many agents have single-track minds. For example: I met an agent at one of the conventions, who proudly showed me his rate book, from which he had cut everything but the ordinary life, twenty payment life and twenty year endowment rates. He said that was all he needed in his insurance work as he was an insurance specialist. Instead of fitting the right policy to his client, he was looking for clients to fit his policies. I looked up his production record and it was very instructive. He isn't in the business today.

Method of Settlement Important

In fitting the policy to your client, the plan is not the only thing to be considered. The method of settlement is often much more important. Many large producers are selling the method

of settlement and the policy is merely a necessary adjunct. We will all be more successful and better fulfill our mission as life insurance agents, when we realize that what we have to sell is money properly distributed to dependents, not policies.

The agent should know his company's policies thoroughly—particularly that neglected section, known as settlement options. The agent should also understand the other options in the policy and see that they are understood by the purchaser. This is very important in selling corporation insurance. The policy should be so written that the right to exercise each option is vested in the proper party.

Should Fit In Harmoniously

In fitting the policy to the buyer, it should harmonize as to plan and method of settlement with his other insurance in a definite life insurance program. If your client has no definite program or insurance estate, it will be to your advantage, as well as his, to arrange one for him.

Some life insurance men have certain plans they sell specific ages. Very young men they sell the 20 year endowment plan; 25-35 the 20 payment life; all others, the ordinary life. They do not stop to consider that long before the young man's 20 year endowment policy has matured, he has grown into the 20 payment life group, then into the ordinary life group. We must remember that the young unmarried man will in time grow older and in all probability assume the responsibility of a wife and family. Consequently, the policy that we sell him now, should serve him then. Whether we choose for him a long term endowment or a life policy, it is good underwriting to distribute the premiums as thinly as possible over his earning years, and he should not be left with a liability in the form of premiums after he has reached the age 65.

NEWS ABOUT LIFE POLICIES

New Policies, Premium Rates, Dividends, Surrender Values and all Changes in Policy Literature, Rate Books, etc. Supplementing the "Unique Manual-Digest" and "Little Gem," Published Annually in May. PRICE, \$3.50 and \$2.00 respectively.

DIVIDEND BASIS IS CHANGED

Northwestern National Life Announces
New Schedule, Effective After
July 1 of This Year

The Northwestern National Life, which at the end of 1920 changed its dividend year from Jan. 1 to July 1, has announced new dividends for the year beginning July 1, 1921, on an increased dividend scale. The dividends on policies whose anniversaries fall during the first six months of 1921 were on the same scale that was used during 1920. The new dividends on whole life, 20-payment life and 20-year endowment plans, at ages 25, 35 and 45, for the first, fifth, tenth and twentieth years, with a comparison with the dividends paid in 1920 and the first six months of this year are shown as follows:

Whole Life

Annual Age Prem.	1	5	10	20	Years in Force
25 \$20.48	\$2.99	\$3.30	\$3.74	\$4.88	
	1920 1921	3.30	3.73	5.94	
35 26.69	3.29	3.75	4.44	6.06	
	1920 1921	3.60	4.26	5.20	7.48
45 37.57	3.77	4.50	5.49	7.62	
	1920 1921	4.09	5.11	6.51	9.47

Twenty Payment Life

Annual Age Prem.	1	5	10	20	Years in Force
25 \$29.02	\$3.08	\$3.71	\$4.67	\$7.23	
	1920 1921	3.39	4.28	5.62	9.21
35 35.30	3.35	4.15	5.35	8.51	
	1920 1921	3.66	4.79	6.46	10.88
45 45.30	3.50	4.84	6.32	10.09	
	1920 1921	4.12	5.57	7.66	12.92

Twenty-Year Endowment

Annual Age Prem.	1	5	10	20	Years in Force
25 \$48.12	\$3.85	\$5.19	\$7.21	\$12.79	
	1920 1921	4.22	6.10	8.92	16.73
35 49.93	3.94	5.29	7.32	12.92	
	1920 1921	4.21	6.19	9.03	16.86
45 54.51	4.17	5.56	7.58	13.19	
	1920 1921	4.52	6.46	9.30	17.13

Missouri State Life

The Missouri State Life announces that on and after May 2, 1921, all policies will be unrestricted as to military or naval service except as they refer to total and permanent disability benefits and accident double indemnity benefits.

American Life, Denver

The American Life of Denver is getting out an entirely new set of policy forms and rates which will be issued in the next month or so.

BUILDING UP A SUCCESSFUL AGENCY

Best Class of Agents Should Be Taken On and They Must Be Given the Highest Ideals of Life Insurance Business

BY J. C. JOHNSON
Equitable Life of Iowa

HERE is always the right and wrong way to do everything, and we succeed in direct proportion to our ability to select the right and discard the wrong. While we may not be able to use in detail the methods employed by successful agencies, yet from observations of these agencies we can glean much that we can apply to our own use.

One of the first requisites for the success of any undertaking is the loyalty and cooperation of the people connected with it. It is, therefore, a great drawback to an agency to have in it agents or employees who are not loyal to the agency or company. Regardless of their ability the influence they exert has a decided counteracting effect upon any constructive work. Especially is this true in its effect upon the new agent. For the morale of the agency and the ultimate success of it such people should be eliminated.

Will Be Judged by Agents

As surely as a tree is known by its fruit, just so surely will a company and an agency be judged in a community by the agents who are chosen to represent it. It is of the utmost importance, therefore, that they should be chosen only after careful scrutiny and consideration. Agents of good character, known for their honesty and clean living, who command the respect of everybody, cannot help but reflect credit upon the company they represent. The writer knows of agencies where no man or woman is contracted with until after they have been voted and passed upon by an agency committee composed of members of the agency force; thus eliminating anyone who might not be congenial to the organization. This also fosters the spirit of cooperation which is very beneficial and creates a feeling of obligation for the success of the new agent.

Should Encourage Ambitious

There have been many instances in the past few years where it has proved that it is well for general agents to hold up to their men of managerial ability the possibility of obtaining general agencies, after they have earned sufficient renewals to finance them. Without this training and financial aid they would be greatly handicapped. An agency that has the reputation of turning out high grade men will surely draw ambitious men to it.

While, no doubt, there are exceptions, men who are not especially interested in life insurance as a means of livelihood are liable to have a tendency to use their time in an agency to its detriment. For you know, "Satan always finds work for idle hands to do." Men who lack the determination to boss themselves are a constant worry. Too many agents are like Ford cars and have to have some one get out and crank them. We need more "self-starters." It is unwise to select men who have been unsuccessful in other lines or do not possess initiative, tact, perseverance and a goodly supply of common sense. Not only do such agents prove to be failures, but will consciously or unconsciously affect the production of those who are successful.

Success Not Result of Luck

Success in life, whether it be in insurance or any other vocation, is not the result of luck as many believe. The agent who is willing to pay the price in study, preparation and hard work is not the one that is kicking about his

luck, or envying another's success. That opportunity knocks once on every man's door is an old saying, but fortunately this is not true. Opportunity is about us all the time and continually knocking, but many, through the lack of preparedness, do not recognize it.

Two men may enter the life insurance business, for the same company, in the same agency and city, having had equal advantages as to education and financial backing; yet, one succeeds, while the other fails. Why is it? It's not the company, its contracts, the agency or the locality, but it's the many little things—probably each unimportant in itself—that one does or does not do that go unnoticed by the other. Some agents think it too much trouble to keep a complete filing system of prospects; to note their hobbies and peculiarities; to gather together information that may prove invaluable in the future. They do not realize that the more definite knowledge one has of a prospect the easier he can be successfully canvassed. Often it's too much trouble to deliver the policy in person and see that the policyholder fully understands and appreciates the value of the contract bought. It would only require the looking through the policy records and noting the lapses to be able to pick out the agents that followed this practice.

Continued Service Required

Agents should be taught to realize that commissions are not paid for just selling the policy but for continued service that the policyholder has a right to expect. Here is where many fail to grasp the big opportunity that proper service will surely create. Possibly the best and most productive method of getting business is from the "chain method." One recommends to his friends and associates only the grocer, butcher, dentist, doctor, lawyer and insurance agent who has rendered efficient service. This is an age of service, and it is he who serves best who will prosper most.

Experience of Detroit Agency

There is in Detroit an insurance agency that will in all probability write between \$20,000,000 and \$25,000,000 of insurance this year. In January of last year the members of the agency volunteered the following allotments: Four for \$900,000, two for \$600,000, thirteen for \$500,000, three for \$400,000, twenty for \$300,000, four for \$200,000, five for \$100,000, making a total of \$21,800,000.

Now these allotments are taken seriously by these agents as will be shown that 31 out of the total 51 exceeded their percentage of allotment by a large margin; 6 more than 90 percent; 7 by more than 80 percent; 2 by more than 70 percent, and only one under 50 percent. This man's allotment was \$400,000, and while he has been sick for some time he wrote a large percent of his allotment.

On the bottom of the allotment sheet is the following significant paragraph:

"MOST IMPORTANT"

"Reduce your allotment first to a monthly basis; second, to a weekly; and third, to a daily basis, and do not permit a day, a week, or a month to pass without having fully obtained your allotment."

In order to help them attain the above they have the following minimum standard efficiency record—understand, minimum, not maximum:

"Reach office daily by 8:30 a. m.,

1867

1921

THE EQUITABLE LIFE INSURANCE COMPANY OF IOWA

RESULTS OF 1920

\$254,538,407.00 of Insurance in Force.
62,399,248.00 New Business in 1920 (paid for)

Sixty-nine per cent of all business written since organization still in force.

For information address: Home Office, Des Moines

One **S**UCCESS IS **S**ERVICE We have a contract for you under which your income will be limited only by your activities

A REAL PROPOSITION FOR A REAL MAN

FEDERAL CASUALTY COMPANY, DETROIT, MICHIGAN

Cash Capital, \$200,000.00

V. D. CLIFF, President

Frans Nelson, President

J. F. Uehling, Secretary



OMAHA, NEBRASKA

The Giant of the West

Southland Life Insurance Co.

DALLAS, TEXAS

The Progressive Company of the South

HARRY L. SEAY, President

An Exclusive Life Reinsurance Company

THE REINSURANCE LIFE COMPANY OF AMERICA DES MOINES, IOWA.

Prompt Service

Full Coverage

Attractive Contracts

H. B. HAWLEY, President

F. D. Harsh, Secretary

Indianapolis Life Insurance Company

Insurance in Force \$29,027,840.00

OPERATES IN INDIANA, ILLINOIS, TEXAS AND MICHIGAN

FRANK P. MANLY, President

Central States Life Insurance Company

St. Louis, Mo.

Insurance in force - - - \$58,000,000.00

JAMES A. McVOY
Vice-President and General Manager

The Farmers & Bankers Life Insurance Company

Largest volume of business—Greatest amount
of assets—Largest yearly production of any
Kansas life insurance company. Truly it

LEADS THEM ALL IN KANSAS

Home Offices

Wichita, Kansas

Confidence - Ability - Service

The Splendid Record of the Past Year is a Challenge that will
be met by every Fearless Agent who Grasps the Fact that
Nothing can Defeat Diligent and Honest Toil.

1921 Will Reward Workers, but not Shirkers

New England Mutual Life Insurance Co.
87 Milk Street, Boston

Seventy-seven Years of Faithful Service

OHIO NATIONAL LIFE INSURANCE CO.

CINCINNATI, O.

NOW is the Golden Day of Life Insurance. It is the best time to get connected with a solid company and build a foundation for the future. Good business was never so easy to get. People believe in and are buying life insurance. The Ohio National pays agents well for their work and backs them with all its power and facilities. Territory open in Ohio, West Virginia and Kentucky, Tennessee, Michigan, Nebraska and Kansas.

A. BETTINGER
President

T. W. APPLEBY
Secretary and Agency Manager

National
Underwriter **Want Ads** Produce
Results
One Inch, One Column wide, one time \$3.75
Write, Wire or Phone to
The National Underwriter, 1362 Ins. Exch.
Phone Wabash 2704 CHICAGO

arrange office details and begin active soliciting not later than 9:30.

Make not less than 10 calls a day, having at least five interviews and two 'efforts to close' each day. Actively devote from 6 to 8 hours daily to earnest, energetic, intelligent and loyal effort in soliciting for 5 days a week and for 48 weeks in a year. Every agent working thus should faithfully set aside 4 weeks out of every year for a vacation—a complete change, rest and recreation.

Produce at least \$100,000 of paid-for business covering not less than 50 lives with at least one application a week and with fully 50 percent of all applications prepaid. Determine that your efficiency and consequent results shall increase at least 10 percent each year.

Never permit anything to interfere with an efficient day's work. Make it an invariable rule to carefully plan your day's work the night before and then stick firmly to your plan. The rewards, both present and future, are yours and fully warrant such application on your part.

Remember! You must always pay the price of success in intelligent work—close application to business—for permanent success; that it is hard when you go at it easy, but easy when you go at it hard; that success is not a bequest, but a conquest; that it is not doing the thing you like to do, but liking the thing you have to do that makes life blessed.

Seeks Only High Grade Men

This agency recognizes the importance of having only high grade men—men who take an active interest in civic and social life. There is hardly a club or society that does not have one of their representatives as a member. You will find them taking active interest in church life—acting as superintendents and teachers, in fact, there are few activities in which they are not some way taking part. You might say that they have their fingers on the very pulse of the city and their motto is "Service." Their policyholders are almost without exception very staunch boosters.

Agency meetings are held every Monday morning. It is interesting to note that there is a printed program gotten up by the program committee covering the entire 52 weeks of the year. At these meetings they have their prominent policyholders speak, also lectures by lawyers on wills and other legal matters as pertaining to insurance, also talks from bankers and prominent business men. In fact, it seems that every opportunity is taken advantage of to make a bigger and more successful agency. Possibly one of the most surprising things is that agents give real demonstrations of sales methods on live prospects—actually selling the prospect before the agency.

Take Turns in Supervision

In the agency, agents who have shown managerial ability take turns for a period of one week in acting as superintendent of agents and agency director. It is natural that great rivalry exists for each tries to make his week better than any previous one. All this service is given gratis, because of their loyalty to company and agency.

New blood is being constantly injected into the agency by each agent acting as a committee of one to bring in another good man, realizing that there is room for all, and the larger and more successful his agency and company are the easier it will be for him to write business. The "esprit de corps" is fine.

Birdseye Not to Be Pardoned

The application for a pardon made to the Pennsylvania State Board of Pardons for the release of Kellogg Birdseye, one of the three men who was convicted of wrecking the Pittsburgh Life & Trust, has been turned down. A notable array of prominent Massachusetts and New York men signed letters asking for Birdseye's release.

DIRECTORY OF LIFE INSURANCE

ILLINOIS

WYMAN & PALMER
General Agents for Illinois
BERKSHIRE LIFE INS. CO.
of Pittsfield, Mass.
105 So. La Salle
CHICAGO, ILLINOIS

37,005 PEOPLE

wrote to us last year and asked for an illustration of our "Income for Life" at their age. This valuable lead service explains why our 1919 business showed a gain of 81 per cent. The Fidelity operates in 40 states. Full level net premium reserve basis. Insurance in force over \$173,000,000. Faithfully serving insurers since 1878.

A few agency openings for the right men.
**THE FIDELITY MUTUAL LIFE
INSURANCE COMPANY**
WALTER LE MAR TALBOT, Pres. PHILADELPHIA

FOUNDED 1865

The Provident Life and Trust Company of Philadelphia (Penns.)

"Tantamount to a Sight Draft"

A Provident Long Endowment is not only payable immediately should the insured die; if he lives to the maturing date specified in the policy it is tantamount to a sight draft.

Rates Reduced

Premium rates reduced
September, 1920.

All leading forms of policies written.

Best of contracts to agents.
Two general Agencies open in Iowa.

Write for information.

LOUIS H. KOCH, President

National American Life Insurance Co.

Burlington, Iowa

SAVINGS AND INSURANCE PLAN

New Combination Arrangement Offered by Bowes-Merrick-Pickering Agency of Chicago

A combination savings and life insurance plan is announced by the Bowes-Merrick-Pickering Agency of Chicago. An arrangement has been made with the Great Lakes Trust Company of Chicago under which the depositor, if alive at the end of ten years, is given the sum of \$1,000, but should death occur any time after the savings plan is started, the \$1,000 will be paid to the beneficiary named in the contract, together with the accumulation of money on deposit with the bank, plus interest compounded. Rates for both men and women between the ages of 16 and 50 have been worked out.

As an illustration, at age 25 a monthly deposit of \$7.85 for 120 months is made. If the depositor is alive at the end of the period, he receives \$1,000. At older ages, the deposit is slightly larger, as the insurance feature of the plan is based upon the ages of applicants when applying for membership. The amount paid to heirs at death is at no time less than \$1,000, but if, for instance, the depositor dies at the end of the second year, there will be payable the sum of \$1,171 and interest; at the end of the fifth year, \$1,423 and interest, and increasing each year until the end of the tenth year or maturity. The life insurance part of the plan is being handled by the Travelers. The details of the idea were worked out by Richard H. Pickering of the Bowes-Merrick-Pickering Agency.

Repudiates Promotion Scheme

The Security Mutual of Binghamton, the Gulf Coast Life and the Jefferson Standard Life have each repudiated A. T. Hallock of New Orleans, who advertises himself as a representative of these companies, and who has been working a promotion scheme in Louisiana, in connection with several state banks.

His proposition is called a "Life Insurance Premium Voucher," which he sells in job lots to bankers, who in turn are to sell them to people to whom the bank ordinarily lends money. The purchasers may use the vouchers to purchase life insurance in a specified company. The inducement to the bank is a time certificate to be made by Hallock, or through his influence. He offers to pay the banker a commission of \$100 on each 600 of certificates sold.

Berkshire Life Campaign

The Berkshire Life has planned to celebrate its 70th anniversary with a special campaign. The month of May is taken for the campaign month. The general agencies have been divided into two teams, the eastern and the western. Paul H. Stewart, general agent at Baltimore, is in charge of the anniversary committee. The captain of the eastern team is H. Rhodes, general agent at New York, and William M. Furey of English & Furey, general agents in Pittsburgh, will lead the western team. The four-week campaign will close with a conference at the home office.

Chicago Field Men's Club

The Field Men's Club of Chicago will hold its May meeting in the banquet room of the Republic Building, May 25. Arrangements are being made to have an experienced judge of the probate court give a talk on his experiences with life insurance. This is in line with the plan of the board of directors to offer the men at their monthly meetings a series of educational talks on life insurance in its business relationship. A judge of the probate court can give some very instructive experiences as to the importance of life insurance as exhibited in the settling of estates.

The Great Southern Life of Texas has been licensed in Kansas.

NEW COMPANY FOR ST. PAUL

Former Governor Burnquist of Minnesota Heads Modern Life—Starts with \$200,000 Capital

A new life company, called the Modern Life, filed its papers of incorporation with the Minnesota insurance commissioner this week. Its authorized capital is \$200,000. Former Governor J. A. A. Burnquist is to be the executive head of the institution. Charles E. Cone of Waterloo, Ia., will be second vice-president and manager of agencies. John C. Able has been elected first vice-president and Major Jason L. Lewis, formerly an examiner in the state insurance department, is appointed secretary and treasurer. Kay Todd, an attorney of St. Paul, will have charge of the legal work. Governor Burnquist will not give his entire time to the company, but will continue the practice of law in that city. Office headquarters for the new company have not yet been chosen, but arrangements will be made at an early date. The company will have strong backing with Governor Burnquist at its head.

Equitable's Grand Rapids Meeting

Well over 100 agents and managers of the Equitable Life of New York attended the sales conference at Grand Rapids. Lectures were delivered by prominent Equitable men who have written for a new manual which the company is placing in the hands of its agents.

The speakers were: Second Vice-president William J. Graham, "Group and Business Insurance"; Third Vice-president Dr. John A. Stevenson, "Selling Strategy"; Secretary William Alexander, "Income Insurance"; Superintendent of Agencies Leslie C. York, "Accident and Health Insurance"; Dr. George B. Van Arsdell, "The Convertible Policy."

The session was conducted by Second Vice-president Frank H. Davis. Assisting were Robert M. Ryan, of Detroit, state agency manager, and Frank L. Brooks, manager in the Grand Rapids district. Those attending were from agencies of Michigan and Indiana.

New Company in Texas

The Union National Life, of Houston, with capital stock of \$100,000 and surplus of \$100,000. Its announced purpose is to write life, health and accident insurance. The incorporators, G. N. Woods, A. M. Miller, C. H. Woods of Houston, and F. L. Miller of Rosenberg, Texas.

Watching Tax Legislation

NEW YORK, May 2.—Underwriters are studying closely the plan of Secretary of the Treasury Mellon for a general revision of the internal tax system. Mr. Mellon recommends the repeal of the excise profits tax, readjustment of income tax rates, the repeal of certain "nuisance taxes," the imposition of new stamp taxes and a license tax on the use of automobiles. Insurance men appreciate that in common with all other businesses theirs should contribute its fair share of revenue to the federal government, and they are perfectly willing to do so. They contend, however, that under the laws now in force, which concededly were adopted largely as an emergency measure, enacted to meet war conditions, insurance is being unduly taxed; this criticism applying particularly to life insurance. The life men have a very definite scheme for tax law revision, so far as their particular business is concerned, and are hopeful that the entire reasonableness of the plan will appeal to the ways and means committee of the House and of the special Senate committee in the final revision of existing tax legislation.

Life Notes

The Provident Life of Chicago has been licensed in Michigan.

Judge W. A. Day, president of the Equitable Life of New York, will sail for Europe Thursday to be gone several weeks.

L. A. Kimball, for several years serving a number of western companies in San Francisco as renewal superintendent, has closed his office and will assume charge of the agency organization of the Northern Life at Seattle, Wash.

Great Opportunity in Indiana

The Franklin Life Insurance Company has just entered Indiana and has some excellent openings there for General Agents. Contracts direct with the Company.

The Franklin is making phenomenal progress, having reached the \$100,000,-000 mark May 1st.

For information write the Home Office.

Springfield, Ill.

Chicago National Life Insurance Company

CENTURY BUILDING, STATE AND ADAMS STS.

JUST LICENSED BY ILLINOIS STATE DEPARTMENT

First 10,000 shares sold, over \$100,000 deposited with State

WANTED: First class agency man: must be of undoubted experience and ability

WANTED WE WANT A MANAGER

in every important center in Indiana where we are not represented. Only men of ability and probity will be considered. We offer liberal commission contracts to agents and salable policies to the public. The proposition we offer is unusual. Correspondence confidential.

GARY NATIONAL LIFE INSURANCE COMPANY

Gary, Indiana

WILBUR WYNANT, President



Hotel La Salle
Chicago's Finest Hotel

Hotel La Salle has won this title with an experienced and critical public because of its happy blend of old and new ideals.

Hotel La Salle

answers every modern demand in equipment, cuisine and service with nothing lost of old fashioned hospitality and home-like comfort.

CONSERVATION OF BUSINESS

We are reinstating, revamping and cleaning up indebted policies for a number of Life Companies, thus standardizing and conserving the business, increasing the income, preventing lapses, and keeping the policyholders satisfied, and at practically no expense to the Companies. Our references cover eighteen years of satisfactory service, and we respectfully solicit your patronage.

THE OTIS HANN COMPANY, Inc.
10 So. La Salle St. Chicago, Illinois

RARE OPPORTUNITY

Two General Agency Openings In the State of Montana

A splendid direct Home Office contract under which a profitable and permanent business can be established is waiting for the right man.

THE COMPANY NOW HAS MORE THAN \$76,000,000
OF INSURANCE IN FORCE

The Minnesota Mutual Life Insurance Co.
ST. PAUL, MINNESOTA



The Boys Are Coming In Fast Now!

C. W. Brandon

ALTHOUGH The Columbus Mutual Life during 1920 actually doubled its agency force, it is adding agents this year more rapidly than last year. The Columbus Mutual system was designed to provide:

First, High-quality-low-cost insurance.

Second, The most generous compensation possible for the producing agent.

Prophecies made over a dozen years ago that The Columbus Mutual's plan to eliminate middle-men would produce a remarkably successful company have been more than fulfilled. If you are thinking of a change in connections, you, too, may enjoy the many advantages of The Columbus Mutual's Agency contract, devised by C. W. Brandon, president of the company. Write your name and address on the margin of this advertisement and send to the company's Home Office at Columbus, Ohio. An explanation of the contract will be forwarded. Then you'll understand why the company is adding so many agents to its force.

DEGENERATIVE DISEASES INCREASING

Knowledge of Them Sufficient for Intelligent Discussion Is of Great Value to Life Salesmen

BY F. E. DUDLEY
Manager Field Service Department, West Coast Life

THE salesman who possesses a sufficient knowledge of degenerative diseases to enable him to discuss the subject intelligently with his prospects, has a distinctive advantage over his fellow-salesmen who lack that knowledge.

Every man is interested in his physical condition and will eagerly discuss such subjects as the conservation of health, why a person should or should not live beyond the century mark, etc. It is then easy to lead the conversation into the channel of degenerative diseases, their increase in recent years and the fact that they now occur at earlier ages than was the case several years ago.

Inspires Desire for Information

Some of these diseases are so insidious in their incipiency that the victim does not realize their presence in his system until they have reached a serious stage of development. In directing attention to this fact, the salesman will have but little if any difficulty in creating a desire upon the part of the prospect for definite information as to his own physical condition and whether or not he is an acceptable risk for life insurance.

The salesman should possess as much knowledge about blood pressure as it is possible for a layman to obtain. It is a subject that has been given more or less publicity, with respect to its value as an aid in the diagnosis of disease, in magazine and newspaper articles within the last few years; also, the majority of physicians now include this test in all examinations made for the purpose of determining the exact physical condition of the patient. It is a most interesting topic and after it has been thoroughly explained to the prospect who is unfamiliar with it, he will be curious to know whether his own blood pressure is normal or otherwise.

The writer knows of a successful salesman who has studied the subject of blood pressure to an extent that enables him to discuss it intelligently. His efforts are confined mostly to country districts and on his trips he carries with him a sphygmomanometer for use in making a preliminary test of the prospect's blood pressure. Naturally, the examinations he makes are not authoritative in any degree and it is clearly understood that they are not to be regarded as such, but they serve the purpose of arousing the prospect to a serious contemplation of his physical condition and a desire for the information he will gain from the medical examination which will be a part of his application for insurance and will include a thorough test of blood pressure.

Renders Extra Service

It is obvious that the impression created by this agent in the sale of life insurance is altogether favorable, for he is prepared to render to his prospect that extra service in personal efficiency which marks him as being above the average. Service of this character reacts effectively in desirable publicity for the agent, because it is of the class of advertising which can be read in the dark.

In addition to a knowledge of blood pressure, the agent should gain as much information as possible concerning kidney disease, heart trouble, arteriosclerosis, tuberculosis, etc.

Until recent years the medical profession has been averse to giving publicity to information relative to these diseases and facts concerning their diagnosis in a general way, but there has

been a marked change in this respect because it has been found that the dissemination of such knowledge leads to the conservation of health in directing attention to the subject and influencing people to consult physicians and undergo medical examinations regularly from time to time. In other words, people are being taught to take better care of their bodies.

It is suggested that in obtaining proper information relative to degenerative diseases, their symptoms, etc., the agent will not go far astray if he will cultivate friendly relations with his local medical examiner, who will no doubt be pleased to give him interesting facts upon the subject and suggest books that he may read which will enlighten him further along the path outlined in the foregoing.

Medical Examiner's Help

Aside from knowledge of the character referred to, which the local examiner is able to give the salesman, the fact should be recognized that he (the examiner) is one of the most valuable sources of inspiration and help at the command of the agent. He is usually one of the most prominent physicians in the community and his wide acquaintance, professionally and otherwise, places him in a position to not only furnish information of value concerning prospects under consideration, but if the agent thinks he has exhausted his supply of prospects the examiner can often suggest someone whom he knows is under-insured, needs the protection and is able to pay for it. The wise agent cultivates his local examiner intensively, being careful, however, to not impose upon his time or good nature, but reflecting at all times a considerate regard for the demands made upon him in the practice of his profession.

Can Use Information Advantageously

If the agent is thoroughly informed upon the topic of degenerative diseases, various methods of making constructive use of that information will occur to him. Reference to the percentage of rejections made each year (the average is approximately one to eight) will enable him to mention the fact that people who have never been sick have been unable to pass the examination for life insurance because of high blood pressure, diabetes, Bright's disease, or valvular heart trouble.

The prospect becomes interested immediately and desires to know what blood pressure is and how the degree of pressure is determined; what causes high blood pressure, and can it be cured, etc. The degree of intelligence shown by the agent in answering such questions will impress the prospect in the same ratio. He is not thinking so much of life insurance, his thoughts being inspired by the instinct of self-preservation, the desire to live and maintain his physical condition in good order. It will be a satisfaction to him, after his curiosity has been deeply aroused, to undergo a thorough examination and ascertain whether or not he is within the border line of insurability.

In cases where the prospect is inclined to procrastinate, the agent is frequently able to obtain prompt action by raising a doubt in the prospect's mind as to whether he is an acceptable risk. In the majority of cases he responds quickly to the influence of the fear thought which has entered his consciousness and he is then fully as eager to have the question of this doubt of his insurability settled as the salesman is to secure his application.

**HOME LIFE
INSURANCE CO.
NEW YORK**

WM. R. MARSHALL, President

The 60th Annual statement shows admitted Assets of \$37,780,735 and the Insurance in Force \$185,755,819—a gain for the year 1919 of over \$27,000,000. The insurance effected during the year was over \$40,000,000, or 63% more than in the previous year. The amount paid to policyholders during the year was over \$4,388,000.

W. A. R. BRUEHL & SONS
General Managers
Central and Southern Ohio and Northern Kentucky
Rooms 601-606 The Fourth Nat. Bank Bldg.
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200 SPECIALISTS GATHER THE INFORMATION THAT APPEARS IN THE NATIONAL UNDERWRITER

1920 FRATERNAL STATISTICS

Complete Information on Practically
Every American Fraternal in
New Publications

Complete and detailed information on fraternal societies, life companies and assessment associations appears in the 1921 editions of the "Consolidated Chart of Insurance Organizations" and "Statistics Fraternal Societies" which have come from the press of "The Fraternal Monitor," of Rochester, New York. The Consolidated Chart combines the reports of nearly 400 fraternal societies, life companies and assessment associations. The insurance in force reported in the 1921 edition totals \$51,481,774,154, being divided as follows: Life companies, \$32,815,286,779; industrial insurance, \$6,650,934,751; fraternal societies, \$10,500,441,021; assessment associations, \$517,111,603. The new insurance written in 1920 by all classes of organizations aggregated \$10,399,685,884 and the losses paid were \$590,348,361.

Statistics Fraternal Societies is a volume of 240 pages giving detailed information relative to practically every fraternal society of the United States and Canada. The aggregate membership of fraternal societies reported in the 1921 edition of "Statistics Fraternal Societies," on Jan. 1, 1921, was 9,058,085. This is exclusive of 722,809 social and 134,703 juvenile members. The outstanding insurance totaled \$10,500,441,021. The assets at that time were \$415,568,425, with liabilities (including reserves of \$61,951,758) of \$85,831,978. In 1920 the income of the societies was \$189,180,214, and the disbursements \$145,966,166. The total members admitted were 1,162,368 to carry insurance of \$1,371,337,611.

United Fidelity Life's Progress

The United Fidelity Life of Dallas, Tex., closed its first five months of operation Apr. 30. It has written a splendid volume of business and President W. H. Painter is gratified with the result. The company has a capital stock of \$500,000. Its large capital and surplus have enabled it to get a footing and become well established.

Shenandoah Enters Arkansas

The Shenandoah Life of Roanoke, Va., has entered Arkansas, with H. W. Wallace, former state manager for the American National, as state manager; Dan T. Smyers and W. E. Henderson, assistant state managers, and A. W. Bickle, superintendent of agents, with headquarters at 414 A. O. U. W. building, Little Rock. The agency has already become a large producer.

The Central States Life of St. Louis, now located in the Central National Bank building, will move into its new building at 32nd and Washington streets within the next few days.

The Midland Mutual Life Insurance Company

OF COLUMBUS, OHIO

Dr. W. O. Thompson, President

H. B. Arnold, First Vice-Pres. and Counsel
Dr. E. J. Wilson, Vice-Pres. and Med. Director
J. D. Price, Vice-President
F. R. Huntington, Treasurer

G. W. Steinman, Secretary
C. G. Barratt, Asst. Secretary
J. Chas. Rietz, Actuary
J. G. Monroe, Supt. of Agencies

The Close of the Day's Work

WHEN you begin to figure up your earnings and recall the several reasons for failures during the past year, you then more than any other time keenly realize the importance of a helpful constructive home office service that trains you to overcome such failures.

One of the vital elements which makes your day profitable is a harmonious working arrangement with home office officials and a direct co-operative spirit generously given.

We would like to hear from several good men for important field positions

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Payments begin immediately on approval of claim—no probationary period.

Monthly payments, lifelong, conditioned on permanence of disability.

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Ordinary Life	\$21.02	Endowment Age 50	\$44.82
20 Payment Life	31.12	Endowment Age 55	33.15
20 Year Endowment	44.82	Endowment Age 60	29.52
Coupon Bond	35.71	Endowment Age 65	25.78
Endowment Age 85	22.37	Endowment Age 70	20.42

District Manager wanted for Cincinnati and surrounding territory. Salary, office and commission to right man.

THE GEM CITY LIFE INS. CO., Dayton, Ohio

U. S. Treasury Ruling on Deductions for Charity

QUESTION—Having received no reply to a letter to the collector of internal revenue, copy of which is attached, am wondering if you can give me this information, which will be very much appreciated.

I have before me copy of last year's tax return sheet explaining, among other deductions, an allowance of 15 per cent of net income for charitable institutions.

The question has been raised as to whether this would apply to premiums paid on insurance policies issued in favor of such an institution, the life policies providing for payment to the institution at death, and the endowment policies providing payment at death, or the face value at the end of a certain period.

It seems to me that this would be allowable in case the policy was payable absolutely to the organization without the insured retaining any provisions of surrender values or change of beneficiary, thus making it an absolute gift of the insured.

Will you kindly give me a definite ruling as to what portion of the premiums would be deductible within the 15 per cent in case the entire premium would not be so considered?

Answer—The United States Treasury Department in February of this year issued office decision No. 299, it reading as follows: "Premiums paid on a life insurance policy are allowable deductions from gross income when the beneficiary is a charitable corporation exempt from tax, provided the beneficiary named cannot be changed at the option of the insured and the sum of the annual premium, plus other allowable charitable contributions, does not exceed 15 per cent of the taxpayer's net income." This means that the deduction cannot be made where an individual is named as beneficiary. As the ruling states, the beneficiary must be a charitable corporation, exempt from taxation.

American Bankers in Tennessee

The American Bankers has recently entered Tennessee with headquarters at 808-10 Independence Life building, Nashville. A. C. Lovell, former president of the National Bankers Life recently re-insured by the American Bankers, who is now the southwestern manager for the latter company, is in charge of the office. He is being assisted by J. H. Roberts. This agency, which is known as the Dixie Agency, produced over \$100,000 of insurance during the month of April.

Figures on Massachusetts Business

The ordinary life business written in Massachusetts during 1920 shows the following increases over the business of the previous year. In number of policies written, 2.9 percent increase. In average amount of policy, \$148; the 1920 policy averaging \$2,049. In number of policies in force, 11 percent, and an average policy of \$1,890 against \$1,856.

Industrial policies written increased 5.4 percent, and averaged \$21, against \$289, while the number in force increased 8 percent, and the average policy went to \$168 instead of \$163.

Massachusetts now has 185 ordinary policies and 805 industrial policies in force for each 1,000 of her population.

Joins American Life Convention

The Standard Life of Decatur, Ill., has been elected to membership in the American Life Convention.

William H. Griswold

William H. Griswold has been appointed state agent of the Mutual Benefit Life in Connecticut to succeed the late

Arthur J. Birdseye of Hartford. Mr. Griswold has been connected with the Mutual Benefit for 21 years and is transferred from Providence, R. I., where he has been state agent for Rhode Island.

Life Notes

De Forest Bowman, Chicago general agent for Bankers Life of Iowa, has moved his offices from 111 West Monroe street, to 20 East Jackson boulevard. The agency, which last month set the record for production of Bankers Life agencies, will have more room in its new quarters.

Charles B. Fenton, for some years district manager of the Northwestern Mutual Life at Escanaba, Mich., died as a result of an automobile accident May 1. He was found lifeless under his car in a ditch near Escanaba and relatives believe he became ill while driving and lost control of the wheel.

The Petrie Insurance Agency, Inc., Wausau, Wis., is the corporate name given that organization during the past week. The capital stock is \$50,000. F. E. Petrie, Victor F. Petrie and F. P. Regner are the incorporators. The agency scored several high places last year and also in 1921, in the life department of the Travelers.

"Ninety-seven come next August," said the old man, and added, testily: "If you folks will take the trouble to look up your statistics you'll find that mighty few men die after they're ninety-seven." —Judge.

That equality of opportunity which makes the Life Insurance business worth while is found in

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